

EUROPEAN NEWS

Bérégovoy to boost ownership of shares

By Alice Rawsthorn in Paris

MR Pierre Bérégovoy, the French finance minister, yesterday announced proposals to introduce a FF600,000 (\$30,447) personal equity plan as the first step of his initiative to create a "shareholder's democracy" in France.

The new personal equity plan, which will have a tax-free element and a six-year life span, is a short-term savings vehicle to be launched as part of a longer-term programme to reform the French pension system. Details will be announced during the spring session of the National Assembly.

Pension reform has important implications for France's financial markets as it should provide an influx of investment to resolve the long-term problem of poor liquidity. However, the financial community was disappointed by the announcement earlier this week that Mr Bérégovoy had abandoned plans to launch corporate pension funds in France.

The initiative comes at a time of sweeping change within the French financial system. The government is currently reviewing the legislation on takeovers. This week the Conseil des Bourses de Valeurs, the stock market regulator, voiced its support for proposals to abolish the rule whereby predators can mount "partial bids" for two-thirds of a company's equity in favour of forcing them to make full offers for 100 per cent.



Bérégovoy: Initiative

Rival poll claims amid Albania's dire poverty

ALBANIA'S former communists and their opponents both predicted victory yesterday in the last days of a bitter election campaign in a country so poor it can barely afford election posters, AP reports from Tirana.

"The opposition will win," Mr Aleksander Meksi, deputy chairman of the anti-communist Democratic Party said flatly. "The fear has gone and there are few possibilities to manipulate results."

But the leader of the Socialist Party, the former communists, predicted his party would win Sunday's vote, the second in the year since Europe's poorest country ended more than four decades of Stalinist rule.

"I am confident we will emerge as the largest single party in the country," said socialist Mr Fatos Nano, "because we are offering a radical transformation of society specifically adjusted to Albanian conditions."

Last March, the Democratic Party had been in existence for only three months, but provided a strong challenge, winning 75 of 250 seats.

This year, 11 parties are running a total of 521 candidates under a new election law that will reduce the number of parliamentary seats by two-fifths. Under a mixed system of direct and proportionally allocated seats, the new parliament will have between 140 and 155 seats depending on how many parties receive at least 4 per cent of the vote.

Besides the Democrats and the Socialists, the two strongest parties are the Social Democrats and the conservative Republicans.

Tirana is virtually without election posters because of a shortage of paper. Those few printed are often torn down by political rivals.

Many Albanians lack even the basic necessities. Small children, dirty and in rags, approach foreigners begging for money in Tirana. More than half the workforce is jobless and is supported by the government printing money.

Electricity and water are sporadic. Foreign food aid feeds most of the population, and several people have been

killed in food riots at government warehouses. Much aid is not easily distributed because of a lack of transportation.

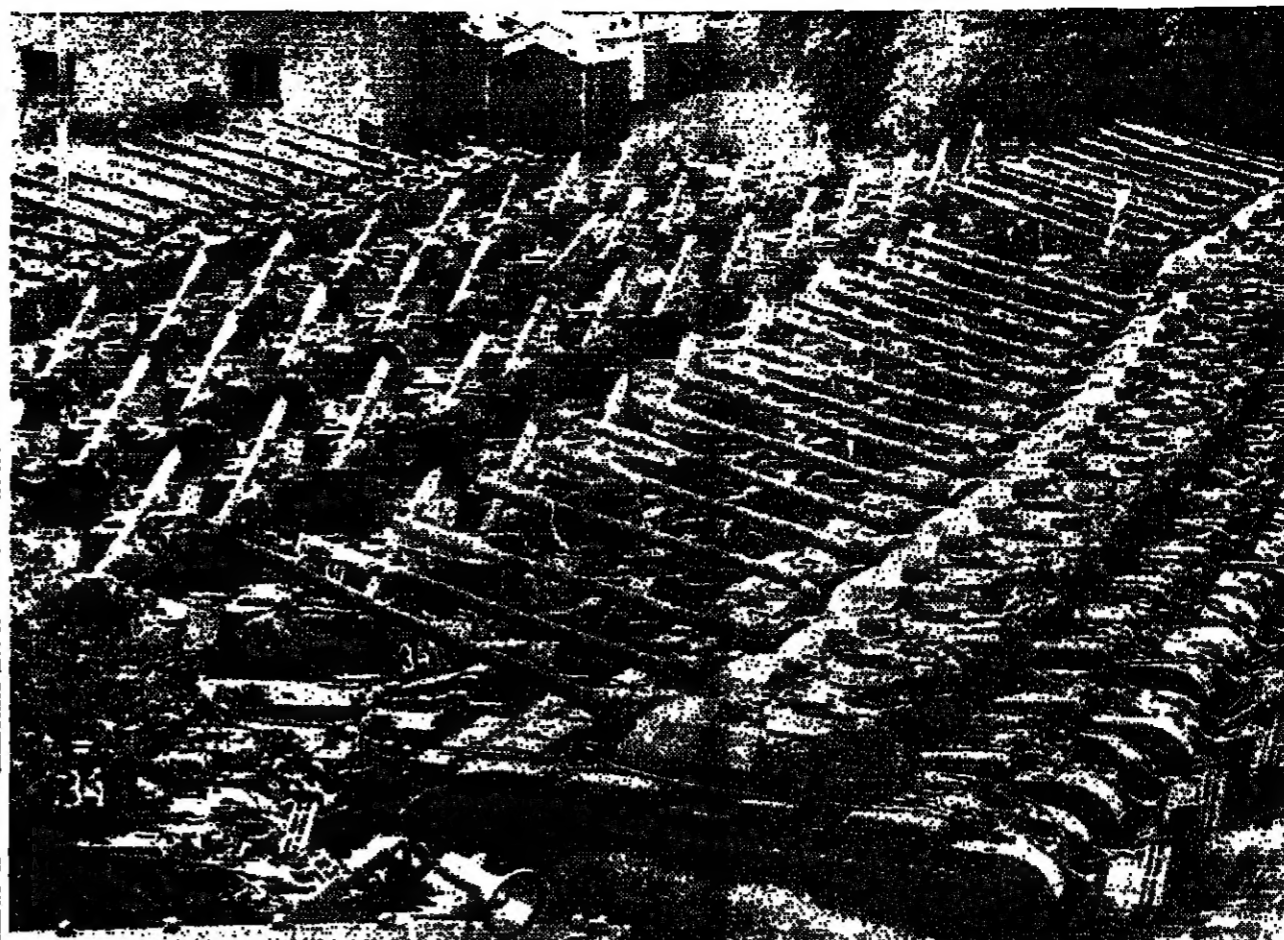
Mr Meksi said his anti-communist party, which has had US diplomats and other westerners speaking at its rallies, stands the best chance to obtain enough foreign aid to end despair. "I know for sure that the Socialist party will be unable to do anything," should it win the elections.

He said if the socialists win, strikes and other protests will deepen Albania's chaos.

On the hustings, Democratic Party leaders have drawn surprisingly large audiences in rural areas, many of which voted communist a year ago.

Mr Nano, while predicting victory for his socialists, warned that Albania is so polarised that one party cannot govern alone. He said he preferred a coalition government of experts.

President Ramiz Alia, the former Communist party chief who permitted political reforms under intense public pressure in late 1990, wants political parties to co-operate.



More than 1,000 tanks of the former East German army corralled near Dresden awaiting a decision on their future

East German sports hothouse runs out of steam

The former communist state's athletics prowess will soon die along with its sponsors, writes Leslie Colitt

ATHLETES from the former east German state won nine out of the 10 gold medals for the victory in the 100m sprint at the Winter Olympics. This last week to predictions that united Germany will be a world-beating sports superpower.

But trainers and sport club managers in east Germany are pessimistic. "By 1996 Germany will be lucky to win five gold medals in the winter games," says Mr Klaus Schönberger, manager of the TSC sport club in east Berlin.

He said the foundation of the east German sport system, the selection and training of athletes at an early age, was being rapidly dismantled.

Unlike communist East Germany, which used politicised sport to make its mark internationally, the Bonn government did not appear to want to use sport for prestige purposes.

"Democratically elected governments exist for four years and not until the year 2000 (when Berlin is vying to hold the summer Olympic

games)," Mr Schönberger said.

Several east German trainers have given up on the prospects of competitive sport in Germany and have gone to coach athletes in the US, Britain and Austria. Those who remain are mostly unemployed. The sport training centres which blanketed east Germany were closed down last year when the east German sport federation DTSS was dissolved.

Mr Schönberger managed to retain a hard core of trainers for his club by registering them with the Labour Office for a job creation programme. Now they work for other city agencies but still find time to train athletes.

Disclosures that east Germany's champion sprinter, Katrin Krabbe, and two of her teammates from the Neubrandenburg sport club falsified their urine samples in a doping inquiry have led to charges that east German sport was riddled with malpractices.

Mr Schönberger, a former GDR record-holding hurdler, admitted that trainers worked with researchers

in the Institute for Physical Culture and Sport in Leipzig - ironically, taken over by west Germany - to develop techniques using drugs for track and field athletes, swimmers and weightlifters.

Mr Manfred Ewald, the supreme of east German sport, was fully aware of this, he said. Drug use, however, was no more prevalent in east Germany than in the west. The essential difference was that while athletes in the west were individually responsible for taking anabolic drugs, eastern athletes had little choice if their trainers told them to do so.

The three suspended Neubrandenburg sprinters as well as their club and its sponsor are under a heavy cloud of suspicion. But club athletes and residents of Neubrandenburg demonstratively support the young women. Several of them suggested there was a western "plot" against east German athletes.

While east German athletes quickly adapted to commercialised sport in the west, many of them believe it is short-sighted even from the standpoint of sponsors. Jacqueline Börner, who trains at TSC and won the gold medal at the Winter Olympics in the 1,500 metre speed skating event, complained that sponsors were only interested in promoting top-performing athletes but not in backing promising young talent. Thus a leading German car manufacturer handed out cars "left and right" to top athletes but did little to support the essential training of juniors.

One of the reasons the east German sport machine worked so well is that it provided incentives for athletes. An Olympic gold medal was worth 20,000 Marks, silver 15,000 Marks and bronze 10,000 Marks, although not much could be bought for the money. Much more important was the opportunity to buy a car without waiting ten years or to get a new flat.

The opportunity to travel was also an important inducement. The only

others allowed to travel to the west were pensioners.

Mr Ewald, whose east Berlin flat is filled with souvenirs of his travels as president of the DTSS, proudly recalled that he convinced Mr Erich Honecker, the East German leader, that top athletes, their wives and husbands, trainers and masseurs should be rewarded with cruises to Cuba and the Mediterranean.

As the principal architect of the East German sport machine, Mr Ewald, a member of the party's central committee, was convinced it was one of the best investments the leadership made.

Although he is relentlessly attacked by the German media over drugs use as well as for allegedly allowing the Stasi security police to harass athletes, he denies any wrongdoing. Mr Ewald insists that ordinary east Germans, who were sport-mad under the communist system, still believed in him although they had lost their faith in socialism.

THE UN General Assembly yesterday approved a \$250m budget for the 14,000 Yugoslav peacekeepers.

This is much less than the first estimate of \$633m. That amount startled Security Council members, bringing demands for sharp reductions partly by having the Yugoslav parties bear a greater share.

UN reduces peace budget

By Michael Littlejohns at the UN, New York

THE UN General Assembly yesterday approved a \$250m budget for the 14,000 Yugoslav peacekeepers.

This is much less than the first estimate of \$633m. That amount startled Security Council members, bringing demands for sharp reductions partly by having the Yugoslav parties bear a greater share.

Prague eases monetary controls

The Czechoslovak central bank will ease its tight monetary policy by allowing a 10 per cent increase in credits to enterprises, writes Ariane Genillard in Prague.

The decision follows two months of very low inflation, at 1 per cent in January and 0.5 per cent in February.

No doom. No gloom. Sun.

At Sun, we've never been an ordinary computer company. While others face doom, and talk gloom, we celebrate our ten years of consistent growth, all at a pace that's five times faster than the rest of the computer business.

At Sun, we are seeing gains, not losses. In the quarter ending 27 December, we made 20% more sales over the same period a year ago, and shipped more product than ever before.

We are successful too with our new multiprocessing servers - powerful minicomputers with superfast processing for business and technical applications - and we're on target to be the world's foremost supplier of multiprocessor servers by the end of 1992.

We are continuing to expand our Scottish factory, and export millions of pounds of advanced computer technology from Britain all over the world.

Today, Sun commands the largest share - nearly 40% - of the world's fastest growing computer market: workstations and servers.

Sun developed SPARC, the RISC chip with over 50% of its market.

Sun pioneered truly open computing.

Sun strives for coexistence, not conflict, in computing.



Sun Microsystems Ltd

Watchmoor Park Riverside Way Camberley GU15 3YL Tel: (0276) 20444 Fax: (0276) 681519

Sun has offices at: Bristol Camberley Cambridge Coventry Dublin Edinburgh Gatwick Leeds London City Sale

Sun Microsystems, Inc., Sun Microsystems and the Sun logo are registered trademarks of Sun Microsystems, Inc. SPARC is a registered trademark of SPARC International, Inc. Licensed exclusively to Sun Microsystems, Inc. Product bearing the SPARC trademark are based on an architecture developed by Sun Microsystems, Inc. Sun's growth rate is based on average revenue growth from 1982 to 1991. SPARC has 56% of the worldwide RISC processor market; nearest competitor has 8% (1990); source IDC.

INTERNATIONAL NEWS

S African budget runs into criticism

By Philip Gawth in Cape Town

SOUTH AFRICA'S budget falls to address the country's structural economic problems and is a short-term political expedient, economists and businessmen said yesterday.

The budget was described at a post-budget seminar in Cape Town as a holding affair, overshadowed in its implications by the positive outcome of the referendum on constitutional reform.

It lacked a strategy for long-term growth and its public spending and borrowing levels were too high. The budget deficit for 1992-93 is estimated at 4.5 per cent of gross domestic product.

The need to improve the growth rate was underlined by the release of the Reserve Bank's quarterly bulletin on the economy which revealed that the downturn in economic activity had deepened in the fourth quarter of 1991. GDP in the period fell at an annualised rate of 0.5 per cent. The economy has been in recession for three years.

The bank noted that with real GNP per capita having declined to 22,275 (1990) per capita in 1991 from 23,905 in 1990, it was "important to restructure the economy in order to improve its production potential".

Professor Brian Kantor of the University of Cape Town said yesterday the budget contained few such initiatives.

Mr Gerhard Croser, director general of the Department of Finance said the government's constrained revenue position had "this year made it virtually impossible to do much about growth". However, the previous two budgets had contained important supply-side initiatives, he said.

Dr Jaap Meijer, deputy governor of the Reserve Bank said yesterday the budget did not appear to have done anything that would facilitate a cut in interest rates. He said Mr Chris Stals, the governor, would soon be making a statement about interest rates.

Increased social spending and a narrowing of the gap in spending on blacks and whites was criticised by Mr Tito Mboweni of the African National Congress, as "throwing money at the problem and not trying to resolve it".

The most significant concession to business in Tuesday's budget came in the form of expanded incentives for industrial investment with tax concessions for importers of raw materials.

The stock market received a boost in the form of reducing from 10 to 5 years the period before which the disposal of shares will attract income tax. Economists and businessmen at yesterday's seminar suggested that while the referendum result was positive, the business community itself would have to ensure that sufficient attention was paid during the move to a new constitution to the needs of business and the economy.

Ethiopians flee into Kenya

AT LEAST 10,000 southern Ethiopians have fled over the Kenyan border in the past two weeks, fleeing tribal warfare and drought, Mr Abadi Zemo, deputy head of the state Relief and Rehabilitation Commission, said yesterday, Reuters reports from Addis Ababa.

An official of the United Nations High Commissioner for Refugees said in Nairobi that over the last 10 days as many as 2,000 Ethiopians had arrived each day at Wadka camp near the border town of Moyale, 550 km north of the Kenyan capital.

Loan row points up Israeli military reliance on US

Hugh Carnegie reports most weapons are US supplied and financed: loss of advanced technology would be a hard blow

THE DISPUTE between Israel and Washington over the issues of loan guarantees and alleged Israeli sales of sensitive US weapons technology has underscored the extent to which Israel has become dependent on US aid, both in the economy as a whole, but also particularly for its military strength.

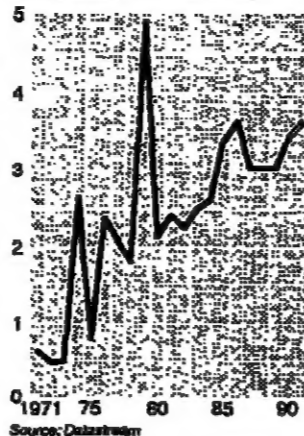
Government ministers have responded defiantly to Washington's refusal to grant \$10bn (25.7bn) in loan guarantees to help settle thousands of Jewish immigrants from the former Soviet Union unless Israel halts Jewish settlement in the occupied territories.

Mr Moshe Arens, the defence minister, has said Israel will not "crawl or beg for help" and that it will look to world Jewry for the funds instead.

But Israeli leaders know it will be hard to cope with any significant reduction in the levels of US aid. The failure to secure the loan guarantees and the implicit threat of reduced access to US military assistance if abuse of US technology is proved has sent a shudder of alarm through the government.

US aid to Israel

\$ bn (Military and economic)



Source: Congressional Budget Office

and the defence establishment. Despite Mr Arens' appeal, diaspora Jews, who already contribute about \$2bn a year to Israel, cannot realistically be expected to fill the gap left by the loss of the loan guarantees. And Israel expects that borrowing large amounts on world markets without the guaran-

tees would be very hard. Mr Jacob Frenkel, the governor of the Bank of Israel, said a programme of tough spending cuts, possibly on social spending, and accelerated reforms to promote growth and investment would be necessary.

However, the deeper concern raised by the US stance on the guarantees, and a political climate in Washington less sympathetic to foreign aid than in the past, is that it may presage a decline in the traditional high level of economic aid Israel has received annually from the US for the past 20 years and more.

US government aid to Israel has totalled around \$40bn since the establishment of the state in 1948. Since the early 1980s, combined annual economic and military aid of around \$8bn has all been in grant form, in effect lifting the burden of Israel's foreign debt and allowing Israel to maintain rates of military spending at times amounting to more than 20 per cent of gross domestic product.

As Mr James Baker, US secretary of state, remarked tartly

in evidence to Congress, the reason Israel has a good debt repayment record is because the US provided the dollars with which to pay it back.

In 1981, US aid went up to close to \$4bn because of emergency help for Gulf war expenditures. This amounted to some 8 per cent of GDP. In contrast, net foreign investment was negative for both of past two years.

Critics of the Israeli economy argue persuasively that US aid has been a factor in Israel's poor growth record since the 1970s by fuelling misallocation of resources and blunting the incentive to introduce market reforms to the state-dominated economy. But it is clear any big reduction would be extremely painful in the short term.

Nowhere would this be felt more than by the military. A recent study for Tel Aviv University's Jaffee Centre for Strategic Studies says Israel's ability to finance military acquisitions rests on US security assistance, which makes up \$1.5bn of the annual aid package. This accounts for an

Israeli soldiers shot dead two Palestinians in the occupied West Bank, security sources said yesterday, Reuters reports from Jerusalem. The bodies of two other Arabs, believed to have been killed by fellow Palestinians on suspicion of collaborating with the Israeli security services, were found yesterday in the West Bank and Gaza Strip, they added. Soldiers, trying to impose a curfew on the West Bank village of

Kifil Hareth near Nablis, shot dead a 16-year-old boy when youths set up roadblocks and stoned troops on Wednesday night. Palestinians said the army imposed the curfew after armed Jews from the anti-Arab Kach movement threatened villagers. About 50 Jewish settlers, some armed, rampaged through Qitra village near Kifil Hareth yesterday morning smashing property including the mosque.

average of more than 30 per cent of the defence budget and may have reached half in 1981. This reliance on Washington for the flow of arms goes much deeper than the financial sector, the study says. "For not only is the US the principal funder of weapons acquisition, it is the number one provider as well."

Military experts have been quick to point out that any reduction in military assistance—or blocking of access to technology—would be extremely damaging. Since France cut off arms supplies in

1967, Israel's main weapons systems have become US supplied or financed, or both. Access to US technology has been a vital part in maintaining Israel's crucial "qualitative edge" over its Arab foes.

US systems used by Israel include its frontline F-15 and F-16 aircraft, Apache helicopters and radar surveillance aircraft. "Even Israel's main battle tank, the Merkava, has been built in large part by US investment capital," says the Jaffee Centre study.

The US is funding the development of the Arrow ballistic

missile interceptor, the Israeli made weapon which Israel intends to be its main defence against missiles such as the Scud rockets fired at it by Iraq during the Gulf war.

Under offset terms attached to the US military aid, \$375m can be spent by Israel in Israel and \$100m by the US in Israel, a vital source of business for the country's indigenous military industries. These also benefit from annual Pentagon purchases from Israel of \$200m.

Israeli officials and US diplomats say that the current dispute between them have not compromised Washington's commitment to support Israel's security.

But Mr Binyamin Netanyahu, junior minister in the office of Mr Yitzhak Shamir, the prime minister, said in a radio interview this week that Israel should be ready for a decline in aid. "We are entering a decade in which we will no longer be able to depend on American aid," he said.

Resolving Israel's Defence Procurement through the 1990s, JCS 1061, Published by the Congressional Post, PO Box 91, Jerusalem 9100.

Guerrilla groups spurn Najibullah offer to resign

PAKISTAN yesterday welcomed an offer by Afghanistan's President Najibullah to step down in favour of an interim government proposed by the United Nations, but the offer was dismissed by the guerrilla groups in exile in Pakistan, agencies report from Islamabad.

Mr Mohammed Siddique Khan Kanju, Pakistan's minister of state for foreign affairs, said Mr Najibullah's announcement would ease plans for an Afghan assembly representing all sides. The UN plans to convene the assembly in late April in Vienna or Geneva as a prelude to the interim government.

"We view this development positively and believe that it will greatly facilitate the UN process aimed at the transfer of power to an Islamic interim government," Mr Kanju said. Mr Najibullah, after talks with Mr Benon Sevan, a UN special envoy, offered to step down as soon as the interim government was formed as part of a UN peace plan to end 13 years of civil war.

The UN plan is backed by moderate groups in Pakistan and Iran, which between them play host to more than 5m Afghan refugees and the guerrilla groups. It envisages a

ceasefire and elections. Pakistan has served as the main conduit for western arms previously supplied to guerrillas. It is now keen to use the Afghan land route to establish commercial links with the Moslem-dominated former Soviet republics in Central Asia.

Radical mujahideen guerrilla groups, who reject the UN plan as a conspiracy to deprive them of power, said Mr Najibullah should resign at once. Mr Gulbuddin Hekmatyar, a hardline guerrilla leader, said: "Najibullah has no option but to resign because he is quickly losing control over the situation."

Mr Hekmatyar said power must be transferred to an interim government "which comprises good Moslems and is acceptable to all sides". That should be followed by a ceasefire and elections within one year of the power transfer, he said.

Mr Burhanuddin Rabbani, the Jamiat-Islami guerrilla party leader, who has refrained from outrightly rejecting the UN plan like other radicals, called Mr Najibullah's offer a "positive step". He said it was not enough. He proposed that the mujahideen create an interim administration of their own to provide security in "liberated areas".

Critics of Banda hold conference in Lusaka

MALAWIAN exiles and critics of President Kamuzu Banda's government held a conference in Lusaka today to discuss prospects for democratic change in their country, Reuters reports from Lusaka.

The three-day meeting in the Zambian capital of Lusaka, which follows calls within Malawi for democratic reform, will bring together exiles from a number of countries, including Europe and North America.

"The economic, social and political order in Malawi is... in a state of paralysis," one of the Lusaka conference organisers, Mr Maposa Chipeta of the Southern Africa Institute for Research and Policy Studies in Harare, said yesterday. "The atmosphere is pregnant with expectations of major changes."

Malawi, a small state with a population of 8.5m, has been tightly ruled by Mr Banda, 53, since independence from Britain in 1964. He outlasted all opposition parties shortly after taking power.

Roman Catholic bishops in Malawi issued a pastoral letter on March 8 criticising the government's human rights record and calling for democratic reform. Mr Banda on Tuesday said Malawi guaranteed freedom of religion but warned that churches should stay out of politics.

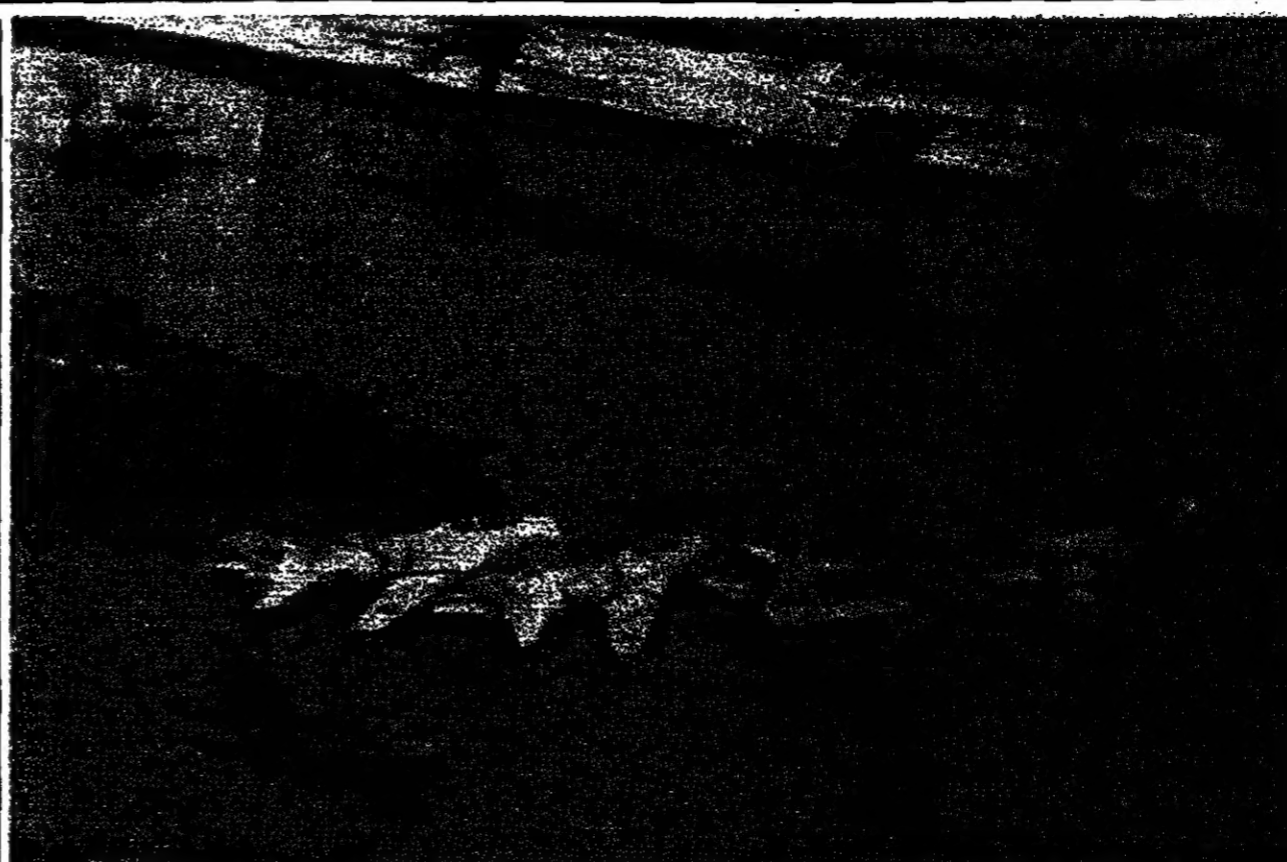
Mr Chikwa Chikwa, general secretary of the Southern African Trade Union Co-ordinating Council and one of the Lusaka meeting delegates, called on all churches in Malawi to join the Catholic bishops in criticising the government.

Zimbabwe MPs pass bill to seize land

ZIMBABWE'S parliament yesterday passed a controversial land bill which will allow the state to seize land from white commercial farmers for redistribution to black peasants, Reuters reports from Harare.

One deleted clause, denying farmers the right to challenge compensation payments in court, was hotly contested by Zimbabwe's 4,500 commercial farmers.

A clause that empowers the agriculture minister to designate land for redistribution was retained despite farmers' protests. The government says it plans to reallocate 5.5m hectares, just over half the white farming community's land, to hundreds of thousands of peasants living in overcrowded conditions.



Air force jets caught by floods last year. Experts are divided over how to protect the disaster-prone country

Flood dilemma for Bangladesh

Action to avert disasters may do more harm than good, writes Annette Bingham

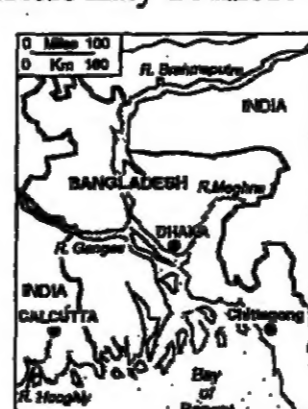
ONE THIRD of Bangladesh will slip under water in the next three months as monsoon rains swell the rivers of the Ganges delta. If rainfall is exceptional, many will lose their lives or their livelihood. Communications will be cut, schools closed and infrastructure destroyed before the rivers recede.

There are few years when Bangladesh is not affected by floods. But the extent to which rivers and floods should be controlled is disputed.

Mr William Smith of the World Bank, which is co-ordinating the efforts of donor countries to improve flood protection in Bangladesh, said solutions had to be tailored to regions and types of floods. "It is not a choice between non-structural or structural measures, or between the embankment approach or the no-embankment approach. It just isn't that simple," he told a recent meeting in Dhaka between donor countries and the Bangladesh government.

Environmentalists are worried that structures such as embankments will alter the ecology of the delta, disrupt fisheries, drain wetlands and possibly cause more harm than good. The counter argument is that disastrous floods are an environmental hazard for 110m people; and the persistent risk of floods is hampering the country's development.

After the 1988 floods, which killed 1,000 and flooded over 100,000 square kilometres of farmland, donor countries clubbed together under the World Bank to institute a Flood Action Plan to determine



Map of Bangladesh showing major rivers and flood-prone areas.

what scale of protection was possible.

The dilemma is how to curtail the adverse effects of flood without undue disruption to the floodplain ecology upon which many people depend.

This central problem emerges from detailed studies, costing \$150m, which have just started. The Dhaka meeting was the first opportunity for open dialogue between the government, the international teams working on studies, and the critics.

The country consists of the delta of three major river systems, the Ganges, Brahmaputra and Meghna. Bangladesh has no control over the vast majority of the river water which pours into its territory because only 8 per cent of the catchment area falls within its borders.

In some parts of the country, embankments are needed to protect the dry-season rice crop from early floods; in other areas, for example the Sylhet Depression in the north-east,

deep floods occur every year and the situation cannot be changed.

In the centre of the country one of the greatest flood risks comes from the Brahmaputra river which is up to 15km wide and has a peak flow of 100,000 cubic metres per second, exceeded only by the Amazon. Breaches in its banks are already causing water to flow from the Brahmaputra into a smaller river, the Bangali, which is two kilometres away.

Engineers say one exceptional flood could cause the Brahmaputra to change course completely and pour into the Bangali. If this were to happen, 5m people would be cut off. The river's course is being studied as an urgent priority by German and French, British and Chinese teams.

Complex issues of population growth and the economies of the national drive for grain production underlie the technical problems of dealing with the flood plains.

Flood grain policy requires land to be protected from floods to make it suitable for use of high yielding varieties of rice which have to be fed with nitrogen fertiliser and protected with pesticides. According to Dr Haroun ar Rashid, who chaired the environment session of the meeting this month, much of the damage to the environment comes from this pursuit of rice self-sufficiency. He questioned whether it was the right policy for Bangladesh in the long-term.

Last year, for the first time in 20 years, rice production (20m tonnes) met the needs of the population. However, with

population predicted to rise from around 107m to 130m by the end of the decade it will be difficult to maintain this.

Flood control increases land for high yield rice: but it reduces opportunities for catching fish in lakes and flooded depressions.

If the grain self-sufficiency policy continues, it could weigh the rice/fish balance in favour of rice. Methods of economic analysis used at present do not show the importance of fish caught and consumed by poor families and not sold on the open market.

A fisheries study, funded by Britain's Overseas Development Administration, is just starting under the FAP and should eventually provide the data needed to balance the rice/fish equation more accurately.

All donor-country representatives at the meeting emphasised that the new democratic government in Bangladesh should try to establish wider public participation in decision making. They also stressed that every stage of the plan must be assessed for its environmental impact.

Dr Shamsul Huda, at the ministry of water and flood control, said social and environmental effects of flood control schemes had been largely ignored in the past and that lack of consultation at the planning stage had caused many problems. "We should not evaluate projects carried out 20 years ago by the standards of today," he said. "The challenge now is to keep detrimental side-effects of flood control projects to the minimum."

Americans urged to leave Libya

THE US yesterday urged Americans to leave Libya before the expected imposition of sanctions by the United Nations Security Council, Reuters reports from Washington. A resolution proposed by the US, France and Britain would impose mandatory sanctions, including an air embargo, until Libya co-operates in prosecution of two agents accused of bombing Pan Am flight 103 in December, 1988, over Lockerbie, Scotland, in which 270 people died.

"Once airline links are broken, it will be obviously more difficult to leave the country," Ms Margaret Tutwiler, the State Department spokeswoman, told reporters. An estimated 1,000 Americans are in Libya.

Libyan Prime Minister Abu Zaid Omar Dourda said in Cairo he had called for an emergency meeting of Arab League foreign ministers, apparently to discuss the sanctions threat.

Japanese group paid for minister's aide

Mr Keiwa Okuda, the Japanese minister, said yesterday that a company at the heart of a growing bribery scandal paid the salary of one of his political secretaries, a transport ministry official said. Reuters reports from Tokyo.

He is the first cabinet minister to be linked to the Sagawa transport group, which is under investigation for possible bribery of scores of ruling and opposition party politicians.

Singapore road pricing planned

Singapore is expected to introduce an electronic road pricing system, which would charge motorists for road usage, in 1996, Mr Mah Bow Tan, minister for communications said yesterday. AFP-D reports from Singapore. Tenders for such a system, possibly involving sensors placed along roads, would be called for soon, he said.

Chinese rebels invited home

Chinese students studying abroad can return home without fear of being punished for their past political beliefs, the Communist party newspaper said yesterday, AP reports from Beijing. The front-page editorial in the People's Daily echoed remarks made by senior leader Deng Xiaoping during a recent tour of southern China.

Russia and Japan to discuss islands

Russian Foreign Minister Andrei Kozyrev arrived in Tokyo yesterday for discussions with Japanese leaders on a long-standing territorial dispute over the Kurile Islands and aid for Russia's economic reforms, Reuters reports from Tokyo. The territorial dispute is over the group of northern islands seized by Soviet forces at the end of the second world war.

Burmese plea for help

Burmese rebels based in Thailand appealed to the international community for arms and medical assistance in their battle against the Burmese army, Reuters reports from Bangkok. The appeal from the Karen National Union, Burma's strongest insurgent group, was sent to the United Nations Security Council.

"I found the people here to be very positive, very committed and extremely loyal. I'm totally satisfied."

JOHN SLATCHEE (Managing Director) SHEARINGS.

WIGAN PEOPLE HAVE MORE DRIVE.
FIND OUT WHY.
CALL LINDA COE ON 0800 220908
OR SEND THE COUPON.

ECONOMIC DEVELOPMENT, WIGAN M.S.C. NEW TOWN HALL,
LIBRARY STREET, WIGAN WN1 1XK.

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
TELEPHONE NO _____
WHERE BIG BUSINESS IS MOVING

WIGAN

WORLD TRADE NEWS

Finding the hand on the purse-strings

WE NEED to know who has the authority to sign a contract," says Mr John Macomber, chairman of the US Export-Import Bank, when asked about deals with the former Soviet Union. "Who controls the foreign currency? Who decides if foreigners can invest in their oil and gas business?"

For all international companies, pinpointing worthwhile deals in the midst of current upheavals in the former Soviet Union is no easy matter. Trading and financial institutions have disappeared overnight. Privatisation plans are creating turmoil in Russia. Inexperienced officials in other republics are wrestling to fill the void left as Moscow-led institutions have been cut adrift. Raw material supplies to factories are being sold to the west for foreign exchange. Banks that can be trusted as sovereign guarantors for projects are almost totally absent outside Russia.

Ms Beatrice Kühne, a Berlin-based trade promotion expert from the Federation of German Industry, says: "Everyone thought it would be better there when [Russian President] Yeltsin freed prices and investment conditions in November. But the result is chaos. We tell our people that the only thing that works is barter."

CIS deals: confusion versus opportunity

Two years ago, Britain's Davy McKee won a \$15m contract to supply modifications to an aluminium rolling mill in Mikhailovsk in Siberia. Today, the goods are ready to ship, but there is no certainty over where to ship them to. The buyer - a Soviet trading company - no longer exists; foreign exchange for payment has evaporated.

In Italy, where the mood is a mixture of confusion and despair, Fiat is anxious to conclude a deal for a joint venture with Vaz, the former state automotive producer, at Togliattigrad in Russia. The deal envisages Fiat taking a one-third stake in Vaz, modernisation of the plant, retrofitting and production of a new model, initially at 300,000 units a year. However, any deal is complicated by the fact that Vaz relies for 20 per cent of its components on factories outside Russia, while another 30 per cent of components come from inside Russia but from factories not integrated with Vaz.

In the food industry, where investment is urgently needed, and western governmental sympathy has been greatest, movement is also likely to be slow. For example, Mr Peter Cheshire, director of marketing at the UK sugar group Booker Tate, says that any joint venture in the sugar industry is at least two years away.

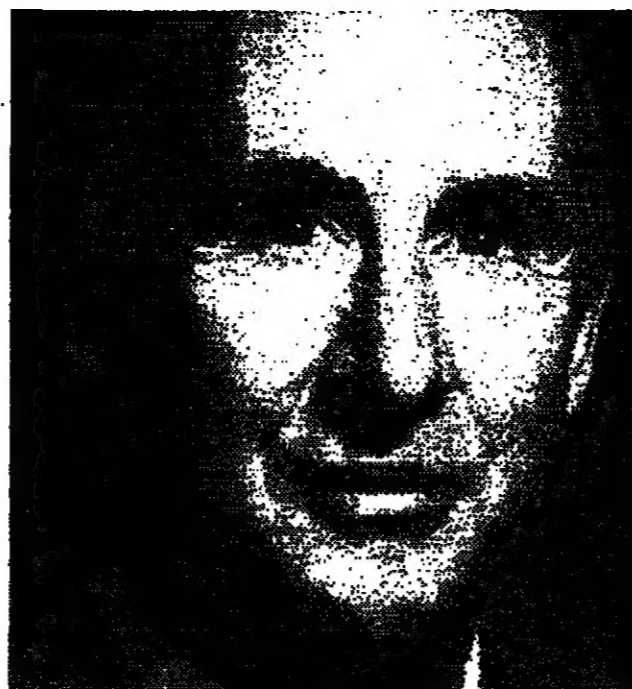
His company operates an experimental plot in conjunction with a local partner in the Ukraine. "They don't even have a clear idea of a currency. It's total chaos at the moment, though it's still worth working there," he says.

While cautionary tales are the norm, some worthwhile deals are being forged: the attraction is the republics' long-term potential and the feeling that now may be the time to grasp the opportunity. Mr Lorenz Schomper, head of the external trade department of the German Economics Ministry, says that normalisation in the former Soviet republics would open the way for at least DM60bn (£20.9bn) worth of trade.

Salamander, the German shoe manufacturer, has a 49 per cent stake in Lenwest, a St Petersburg joint venture. Although Salamander's own shoe exports to the Soviet Union are likely to drop at least tenfold this year, the company claims its joint venture is coping well.

Even Davy McKee, in contrast to its experience in Mikhailovsk, agreed just a month ago a \$40m contract to supply an electrolytic tinning plant at the Karaganda steelworks in Temirtau, Kazakhstan. Karaganda has foreign exchange earnings of its own which it has been willing to commit to paying Davy McKee.

Helping to explain the west's lack of enthusiasm for Mr Yeltsin's requests for new money, governments have another, though more prosaic, nightmare: the fear that full-scale



Macomber: trade no easy matter in former Soviet Union

Soviet default on officially supported export credit guarantees could cause billions of dollars of losses. One of the greatest unknowns, German officials say, is the adequacy of the foreign currency reserves of the new republican foreign trade banks.

"The main problem is arranging financing and export credit insurance," says Mr Hans Koch, a board member of Lurgi, the plant-building subsidiary of the Frankfurt-based Metallgesellschaft group which has been trading with the Soviet Union for decades. The company's projects are "more or less stuck at the moment", he says.

Ms Tatiana Beris, in charge of relations with the Soviet republics at Avco Associates, a Washington consulting firm, said US manufacturers are delaying entry into the market

because of current instability. But, she says, "once the International Monetary Fund and the World Bank are in there, business will follow".

Mr Eberhard von Koerber, chairman of the German subsidiary of Asa Brown Boveri, a multinational engineering company with long-standing Soviet links, echoes a common sentiment: "We can't simply sit back and wait until everything is clear and sorted out. That might take 10 years, and by then someone braver than us would have come in and got all the business."

William Dawkins, David Dodwell, Nancy Dunne, Robert Graham, David Marsh, Quentin Pest and David Waller have contributed to this article - a companion piece to the one which appeared on the World Trade News page yesterday, March 19.

Neste to invest in Portuguese expansion

NESTE, the Finnish petrochemical group, is to invest over Esc180m (\$125m) in new production and research installations in Portugal within the next few years, writes Patrick Blum from Lisbon.

Last week, the group signed a contract with the Portuguese government worth Esc12.7bn to be invested in new plants; expansion of its current polypropylene production facilities in Sines, on the southern Atlantic coast; and setting up a technical assistance and research centre.

The group also plans to invest a further Esc60bn in various other facilities, consolidating its leading position in the Portuguese petrochemical sector.

In 1990, Neste's Portuguese subsidiaries had sales worth above Esc103bn.

Neste first came to Portugal in 1983 when it bought Espal, a state-owned polymer factory in Sines, for Esc42bn.

As part of the deal it was also awarded a 15 year contract to manage the badly indebted CNP, the national petrochemical corporation.

Neste pays the Portuguese government Esc5bn a year plus 60 per cent of CNP's revenues for its lease of the company.

However, this deal has proved controversial, in that it does not cover the government's liabilities towards CNP's accumulated debt - estimated at around Esc250bn.

The government recently decided to assume responsibility for the whole of the debt, and, when the management contract runs out, CNP's facilities will be put up for sale, says Mr Luis Mira Amaral, the energy and industry minister.

Groups bid for Athens mobile phone networks

By Kerin Hope in Athens

NINE international consortia have submitted bids to set up two mobile phone networks in Greece to serve Athens and the surrounding Attica district.

The bidders include groups led by Bell South and Telefonica International of Spain; Vodafone of the UK and Intra-com, a Greek telecoms company; and Motorola with Bell Canada and France Telecom.

The Greek government said that contracts will be awarded later this year, with the two systems expected to start up before the end of 1993.

Investment in the project will reach \$200m (£113.6m) in the first five years, with initial studies indicating about 30,000 subscribers by 1996. Both networks will use GSM, the new cellular radio system now being set up across Europe.

The mobile telephone networks are intended to relieve pressure on the conventional network in Athens, which is heavily overloaded. Applicants for telephones have to wait an average of seven years for a connection.

However, the project is already several months behind schedule because of delays in setting up a regulatory framework for Greek telecommunications.

In addition, the government has not yet decided whether OTE, the Greek state telecoms company, can take a minority stake in both mobile networks.

OTE wants a 30-35 per cent share in each consortium, but may have to settle for a larger stake in one of them to avoid violating European Community competition rules.

US plea to Japan

THE Bush administration yesterday sent a direct plea to Japanese businesses to ease antagonism over the trade imbalance by doing more to provide equal business opportunities to US companies, AP reports from Tokyo.

The US ambassador, Mr Michael Armacost, warned a gathering of senior Japanese executives that tensions that have been exacerbated in recent weeks by negative commentary on both sides could grow worse if more is not done to counter Japan's surging trade surplus.

"It is the persistent imbalance in our economic and trade relationship mainly that fuels

discord - and provokes misleading stereotypes on both sides," Mr Armacost said. "There's got to be some kind of rough equality in business opportunities or you get the backlash."

Mr Armacost urged Japan to relax its ban on rice imports, further deregulate its financial markets and more openly publicise government regulations and guidelines.

He also reiterated a US request that Japan fulfil a pledge made during President George Bush's Tokyo visit in January to attain an economic growth rate of 3.5 per cent in the fiscal year that ends March 31.

E. EUROPE AND CIS FOREIGN TRADE % 1990-91

	EXPORTS	1990	1991	IMPORTS	1990	1991
World	-3.3	-11.0	2.9	-11.4		
Eastern Europe	-18.6	-32.5	-18.2	-34.5		
Industrial countries	11.6	9.2	24.2	27.5		
Developing countries	-14.3	-24.8	-3.2			
CIS with:						
World	-5.2	-17.7	-4.1	-11.4		
Eastern Europe	-26.9	-31.6	-12.1	-41.2		
Industrial countries	12.3	-7.0	5.8	-41.1		
Developing countries	-5.5	-31.7	3.8	-51.4		

Source: UN Economic Commission for Europe, 1991

Venezuelan methanol deal

By Joseph Mann in Caracas

PEQUIVEN, the Venezuelan government's petrochemical producer, the Mitsubishi group and other partners have set up a joint venture which plans to build a \$340m methanol facility in Venezuela.

The new plant will be designed to produce 735,000 tonnes per year of methanol, a compound made from natural gas that is used as an octane booster in petrol.

Partners in the new venture are Pequiven, a subsidiary of Venezuela's national oil company, PDVSA, (with 35.5 per cent); Mitsubishi Corporation and Mitsubishi Gas Chemical (22.75 per cent each); the Polar group, a Venezuelan beer producer (10 per cent); and the World Bank's International Finance Corporation (5 per cent). Pequiven said that finance would be arranged by Banque Indosuez and IFC.

Taiwan's Sanfu plans to set up China plant

TAIWAN'S Sanfu Motors Industrial Company plans to set up a \$20m vehicle assembly plant in China with France's Renault, a senior Sanfu official said yesterday, Reuters reports from Taipei.

The project, which has yet to be finalised, would be the first known investment in China by a Taiwanese carmaker. It would also appear to challenge a Taiwan government ban on such investment.

The official said Sanfu would avoid violating the ban by making its investment in the name of Canadian citizen Lee Yung-yao, the son of Sanfu chairman Lee Shui-tu.

Economics Minister Vincent Siew said last month that Taiwan's car industry was among a number of strategic sectors not permitted to invest in China.

The ban was imposed to stop Taiwan transferring important

technologies to Chinese competitors and exposing itself to political pressure from Beijing, which claims sovereignty over the island.

The Sanfu official said the government could not block its investment if it was made by a foreign citizen.

A senior official at the government's Investment Commission also conceded that it would be very difficult to stop Sanfu.

Sanfu would have a 60 per cent stake in the joint venture while Renault, which has a technical co-operation pact with the Taiwanese firm, would invest 40 per cent, the official said.

The plant in the central province of Hunan would have an annual production capacity of between 10,000 and 20,000 vans or pick-up trucks, which will be sold both in China and abroad.

The new German way to fly: more comfort to shorten your long journey. Lufthansa.



Manuela Mundy, 29

The best way to travel long-distance is to travel in complete comfort. That's why



we've totally redesigned the First and Business Class interiors of our entire Intercontinental B747 fleet. Our First Class Senator cabin has moved to the roomy

upper deck and our new Intercontinental Business Class now offers you more space and legroom than ever before. It's the perfect ambience to enjoy our other innovations like Chate des Rotisseurs menus - now in Business Class as well - and, from this autumn, your own personal in-seat video screen. Fly Intercontinental with Lufthansa and discover why we say: "simply that little bit more."



Lufthansa

sponsored by
GA
General Accident



The GA European Open 1992

Sunningdale Golf Club, Berkshire
10th-13th September Pro-Am, 9th September

You can give them champagne and strawberries if you like, but whatever you serve your guests, the golfers will ensure that the chips are world class.

- Exclusive facilities, catering for groups of all sizes, from hospitality suites overlooking the 18th green to a choice of attractive pavilions, purpose built for your big day.
- Smaller groups can reserve a table in the Birchgrove Club Pavilion.

Over 100 companies are expected to entertain their guests at this year's GA European Open, where they are guaranteed to see the best in golf, including the four times Major winner, Nick Faldo. Book early to ensure that your plans don't end up in the rough.

SEND ME DETAILS ON: (PLEASE TICK) ☐ EXCLUSIVE CORPORATE HOSPITALITY PACKAGES ☐ BIRCHGROVE CLUB PAVILION PACKAGES

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
POSTCODE _____ TEL. _____



To: Birchgrove Limited, Broadway House, The Broadway, Wimbledon, London SW19 1RL. Tel: 081-542 9048

AMERICAN NEWS

Brazil close to agreement on \$40bn debt

By Christina Lamb in Rio de Janeiro and Stephen Fidler in London

BRAZIL's chief debt negotiator said yesterday he expected to announce an agreement soon on an outline accord to restructure over \$40bn of medium-term debt the government owes to international banks.

Mr Pedro Malan told the Financial Times yesterday: "We've made very significant progress and there are no major obstacles left. We hope to be able to announce something shortly."

Mr Malan was due to meet with the full advisory committee of creditor banks in New York last night.

Mr William Rhodes, vice-chairman of Citicorp, which leads the advisory committee, said yesterday: "The negotiations are progressing well and we are getting close to an agreement."

Bankers said there were important differences to resolve, including the interest rate to be paid on one type of bond to be issued under the restructuring.

The restructuring will follow the lines of the Brady plan, under which banks are given the choice of exchanging existing debt for a variety of new concessional bonds, some of

which carry guarantees of principal payments and of interest. Banks can also opt to make new loans.

A discount rate of 35 per cent - the same as that achieved by Mexico in its landmark debt restructuring two years ago - has been accepted by both sides.

Some \$40bn of previously restructured debt will be covered by the agreement, along with \$3.5bn in new loans made in 1988, which will be treated more favourably. Brazil carries the largest foreign debt in the Third World, totalling \$116.2bn at the end of 1990.

According to one banker the most important concessional bonds on offer will carry a 12-month guarantee of interest payments and a guarantee of principal repayments.

One sticking point has been the volume and timing of guarantees on the new bonds. The Brazilians have now offered \$3bn in guarantees, helped by a spectacular increase in foreign reserves, thought to be over \$13bn.

Bankers say the government has requested a \$700m bridging loan from the banks to help finance guarantees.

US exports fall for third month in a row

By Nancy Dunne in Washington

US EXPORTS fell in January for the third month in a row, while last year foreign direct investment in the US fell to the lowest level since 1985, according to US Commerce Department figures.

Exports, as one of the brighter spots in the US economy, have been hit by Bush Administration officials as "an engine of growth" out of recession. But recession and slow-down overseas have begun to take their toll.

In January exports fell to an estimated \$35.5bn, down from \$35.9bn in December and \$36.9bn in November. The slowdown hit exports of manufactured goods, off by \$0.3bn from December, while exports of advanced technology fell from \$3bn to \$2.8bn.

On the plus side, the US trade deficit narrowed by 3.9 per cent to \$5.8bn, the result of cheaper oil and weakened demand for imports. Imports shrank by 1.4 per cent from December levels to \$41.3bn.

Last year's fall in investment to \$22.2bn contrasted sharply with the rates in 1988, when US assets were seen as a prime buy. Investment rose in 1988 and 1989 by \$58.4bn and \$70.6bn, respectively.

But investors have had little to show for their US bargains. Last year total earnings amounted to only \$361m, according to the Organisation for International Investment in Washington.

The Commerce Department estimates that from 1983 to 1990, the rate of return on foreign direct investment in the US, based on market value, came to only 2.6 per cent.

Most dramatic in the downturn was the fall-off in Japanese investment to \$4.3bn last year, a decline from the \$17.3bn annual average of 1988-90.

The UK, the largest foreign investor in the US, added another \$6.6bn last year. This represents a slowdown from previous years, however. Between 1987 and 1989 UK investments averaged \$21.7bn.

Falklands struggle for a new identity

Jimmy Burns surveys the windswept island colony for which Britain fought a war

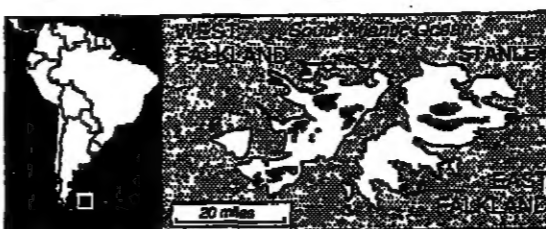
A British soldier recently discovered he had been in Port Stanley, capital of the Falkland Islands, only after he had driven through it. Turning to his passenger, who was also his commanding officer, he commented on the "village" they had just passed and, as they motored on into the countryside, wondered when they would see Stanley.

Indeed, at a glance, it is difficult to understand what all the fuss was about. The islands that provoked an Argentine invasion ten years ago, and the subsequent death of more than 1,000 soldiers, still looks not much different than some Scottish isle. Stark and windswept, they loom out of the south Atlantic like a geological afterthought.

Stanley, where the majority of the Falklands population of 2,100 concentrates, has less facilities than many a smallish European village: primitively built houses, a single bank and the Upland Goose, which represents the capital's claim to an international hotel but in reality is little more than a glorified pub. It keeps its clients entertained with nightly videos and a one-page summary of world news. Newspapers arrive several days late.

It says much for the abandoned condition the British colony was in before the war that the present-day Falklands boasts no economic progress: a new fully equipped hospital and school, a new telephone and road system linking some previously isolated areas, and a new military airport that can be used by wide-bodied jets.

No British government, having battled to retain the island, could afford to let them sink into oblivion. Between 1982 and 1987, the helpers, as the islanders call themselves, found it easy to get subsidies for their



business projects: £30m was channelled from London into the civilian sector and £30m was earmarked in defence spending. The programme proved controversial because of some ill-judged investments in projects which in different political circumstances may have been subjected to more careful scrutiny.

The programme has since been streamlined and subjected to more control. As the governor of the islands, Mr William Fullerton, says the economy has entered a "consolidation phase".

The real change in the Falklands' economic fortunes has come about thanks to the discovery of squid in the South Atlantic and the granting of fishing licences by the local government to foreign companies. The licences now account for 65 per cent of the islands' operating revenue, even though this remains only a third of what the British Ministry of Defence pays out to maintain its troops on the islands.

Nevertheless, thanks to squid, the islands are much more self-sufficient than they used to be and far less dependant on its traditional wool industry, which over the years suffered because of weak world demand.

The new sense of confidence is personified by Mr Terry Betts. In 1982 he was an employee of the Falkland Islands Company, which effectively

The Upland Goose: international hotel or village pub?

controlled the local economy but whose substantial landholdings have been broken up and distributed with government assistance to Falkland residents. Its Stanley holdings, including the Upland Goose, are up for sale.

Today, Mr Betts and his wife run their own businesses, including several smaller retailing outlets, and have taken shareholdings in some of the foreign companies which have obtained licences. "We've moved from living within a colonial glove," he said, "to having a sense of our own identity. What matters to me is success and economic growth."

The problem for the Falklands is where to go next. Officials believe that the islands' licensing regime has reached its maximum potential in terms of its current regime

which aims to maintain a balance between its need to increase revenue and to conserve stocks on which future revenue depends. In fact, licensing revenue has fallen to £25m from its peak of £28m in the 1988/89 season because of a more stringent conservation regime and competition from other fishing areas.

One option being considered by the government is broadening the scope of the islands' economic involvement in the fishing industry through development of onshore facilities and a more carefully scrutinised programme of joint ventures. Few helpers have any direct stake in what is actually fished in their waters, while support facilities are based in the Chilean port of Punta Arenas.

There is also growing local interest in the prospect of developing oil resources. London has authorised the local Falkland Islands government to issue seismic exploration licences. At the same time it has embarked on talks with Argentina - at which island officials have been present - with a view to eventually discussing issues such as harmonisation of legislation, environmental policies and demarcation of zones.

No conclusive survey has ever been done in and around the islands, although their seabed has long been rumoured to hold large oil reserves. However, any serious oil development in the islands could well provoke considerable environmental and political problems and thereby refuel the issue of sovereignty.

Panama in debt swap

THE government of Panama has agreed with a US environmental group to what may be the largest swap of commercial bank debt to finance an environmental project, reports Stephen Fidler.

Nature Conservancy, a non-profit body based in Arlington, Virginia, will aim to buy at least \$30m face value of Panama debt at a discount. The debt will then be swapped for \$30m of "ecology" bonds.

The bonds will earn up to \$2.5m a year, part of which will support government activities and the rest community projects to stop encroachment of the rain forest by poor farmers. The funds will be spent mainly in two big designated

national parks, in one of which is located the source waters for the Panama Canal. Some environmentalists say that the forest degradation there has contributed to a worrying drop of water levels in the canal.

Nature Conservancy will have up to \$10m available to purchase debt, \$5m of which has been pledged by the US government, and will also solicit donations from banks and other holders. At the current secondary market price of 27 cents for every dollar face value of debt, some \$37m of debt could be purchased.

Some 22 commercial debt-for-nature swaps have been completed, the largest involving \$33m of Costa Rican debt.

Tight capital. Shrinking resources. Growing competition. What a great business climate.

Don't misunderstand us. We're no happier about the economic environment than the next company. But at Honeywell, this decade is opening up unique opportunities that position us for continued growth all the way to the year 2000.

use of them, creating less waste. More profit. In turn, less energy and materials waste means customers can more easily (read less expensively) meet increasingly stringent environmental laws. There are other benefits as

90 countries on six continents. It's this broad-ranging geographic and market presence that inherently adds to our ability to weather economic cycles. And positions us to take advantage of all developing markets, like those of Eastern Europe.



Honeywell's business is controls. Sophisticated ones. Controls that perform thousands of jobs that are too fast, precise, remote, boring, labour-intensive or dangerous for people to do. And that, it turns out, also helps our customers cope in a tough economy. By making the most of what they have in capital, resources and personnel.

So as energy prices increase, our customers can keep their costs under control. Sometimes they're even reduced. And as raw materials become more valuable, our controls help factories and plants make more efficient

well. Like how our controls keep people safer and make them more efficient and comfortable.

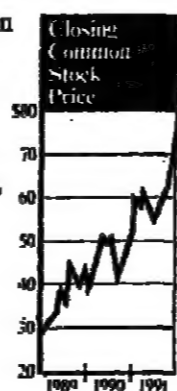
Where has all this taken us so far? To the enviable market position as the global controls leader. Honeywell controls are in 60 million American homes and 40 million in Europe. Our avionics equipment is on virtually every aircraft in the western world. And we have the largest installed base of distributed industrial process control in the world.

One thing more. We supply and service control systems for homes, buildings, industry and aviation in

That's one reason our stock price has gained value steadily every year since 1989. (Not coincidentally, that's when we refocused our efforts on the controls business.) See for yourself on the graph.

Better yet, write to us for complete information today.

Honeywell Investor Relations, Honeywell Europe, Ave. du Bourget, 3, 1140 Brussels, Belgium. Or give us a call, (322) 728-22-76.



Honeywell

Helping You Control Your World

*Share prices can fall as well as rise. Past performance is no guide to future performance.

© 1992 Honeywell Inc.

FINANCIAL TIMES CONFERENCES

INTERNATIONAL SECURITIES MARKETS

LIMITING MARKET RISK

LONDON - 12 & 13 May, 1992

The international securities markets and the multi-lateral attempts to limit market risk will be the subject of this high-level conference to be arranged by the Financial Times.

It will provide a broad international perspective of market regulation, how the markets are developing and the management issues of assessing and limiting market risk.

Speakers taking part include:

Mr Martin Vile Securities and Investments Board	Mr Jean Saint-Geours Commission des Opérations de Bourse
Mr Geoffrey Fitchew Commission of the European Communities	Mr Pen Kent Bank of England
Dr Thomas F Huertas Citibank NA	Mr François Bécot Becot-Alain SA
Mr Jonathan R Davie BZW Equities	Mr John R C Young The Securities and Futures Authority
Mr Herschel Post Lehman Brothers International Limited	Mr Stanislas Yassukovich Cragotti & Partners Capital Investments (UK) Limited
Mr André Lussi CEDEL	Dr Martin Owen National Westminster Bank PLC
Mr Clive M Gilchrist National Association of Pensions Funds	Dr Henry Green Hill Samuel Bank Limited

INTERNATIONAL SECURITIES MARKETS

☐ Please send me further details.
☐ I am interested in exhibiting at the conference.

FT FINANCIAL TIMES CONFERENCES

Financial Times Conference Organisation
125 Jermyn Street, London SW1Y 4UJ, UK
Tel: 071-925 2323. Tlx: 27347 FTCONF G. Fax: 071-925 2125

Name _____
Position _____
Company/Organisation _____
Address _____
City _____
Post Code _____ Country _____
Tel _____ Tlx _____ Fax _____
Type of Business _____

UK NEWS

City welcomes wider powers for Treasury

By Richard Waters and Philip Stephens

BRITAIN'S financial sector yesterday welcomed plans to move significant regulatory powers from the Department of Trade and Industry (DTI) to the Treasury, in spite of reservations in the insurance industry and concern about greater complexity in the handling of financial investigations.

First indications of the move appeared in Mr John Major's election manifesto, which indicated this week that a re-elected Conservative government would transfer to the Treasury oversight of the financial services industry, including the Securities and Investments Board, the stock exchange and insider dealing.

The proposal is also widely believed to cover the insurance industry, currently overseen directly by the DTI.

The plan has been driven by ministerial concern to strengthen the regulatory framework for large financial conglomerates.

Senior ministers said yesterday the proposal marked a recognition that the creation of multi-purpose financial conglomerates had blurred the old

distinctions between banks, building societies and other businesses in the financial services sector.

Mr Peter Rawlin, chief executive of the London Stock Exchange, welcomed the proposal, which would bring regulation in the UK into line with other leading financial centres.

"The securities industry is getting increasingly intertwined with the wider banking and financial services industries," he said. "It would make a good deal of sense."

The British Merchant Banking and Securities Houses Association called it "a sensible and helpful proposal," adding: "The DTI is not geared to the financial sector. That causes great difficulty when it comes to negotiating directives with Brussels, or drafting legislation."

The City's relations with the DTI have fluctuated sharply in recent years, with concern over the way investment regulation was handled under the Financial Services Act and mixed feelings over the way deregulation in the City was handled in the 1980s.

Appeal Court overturns injunction freezing bank assets

BRITAIN'S Appeal Court yesterday overturned an injunction freezing \$38.9m of the worldwide assets of the Central Bank of Northern Cyprus, and said in future such assets should be frozen only in unusual circumstances, writes Raymond Hughes.

In a move likely to be welcomed by UK bankers, Sir John Donaldson - the senior judge of the Court of Appeal - said an order to freeze a bank's assets could cause a "run on the bank" and

undermine customer confidence that a bank could meet its obligations.

Sir John made his comments when the Appeal Court lifted a Mareva injunction against the Central Bank of Northern Cyprus. Mareva injunctions, named after the first case in which one was imposed, have been widely used in recent years to avoid dissipation of assets pending a final ruling in a court action.

The injunctions were granted last November to the administrators of Polly Peck International who are trying to recover assets of about £1bn from the failed international trading company. The administrators claim these assets were misappropriated by Mr Asil Nadir, the former chairman.

In their pending action, the administrators are claiming £44.9m which was transferred to the Central Bank from the Industrial Bank of Kibris, a Cypriot bank controlled by Mr Nadir.

They claim the Central Bank knew, or should have suspected, that the funds were being diverted improperly from Polly Peck. Upholding an appeal by the Central Bank, Lord Justice Scott said the injunction could cause irreparable harm to the bank.

The claim against the bank by the Polly Peck administrators was "no more than speculative", the judge said, and it was unfair to impose an asset freezing order interfering with

a defendant's normal course of business before liability was established.

The Central Bank's only customers were the authorised banks of Northern Cyprus, which were required to keep 20 per cent of their foreign currency holdings in the Central Bank to ensure foreign currency liquidity.

There was evidence that the Central Bank's foreign currency liquidity had been very seriously affected by the freezing order, the court heard.

Figures show Britain has third worst unemployment rate in industrial world after Ireland and Spain

Jobless total reaches four-year high

By Peter Norman, Economics Correspondent

THE news of a 40,200 jump in UK seasonally adjusted unemployment last month means Britain now has the third worst unemployment rate of the industrialised world.

Although the increase was lower than January's 55,900 rise, the latest figures have brought the UK jobless total to its highest level since September 1987 and frustrated last autumn's hopes that the monthly increases in unemployment were slowing.

Internationally standardised data from the Paris-based Organisation for Economic Co-operation and Development put the UK unemployment rate at 10.6 per cent compared with a European Community average of 9.8 per cent.

Only Ireland and Spain have higher rates, with 18.8 per cent

and 18.2 per cent respectively. Among Britain's major trading partners, France has unemployment of around 9.8 per cent, the US 7 per cent, western Germany 4.8 per cent and Japan 2.2 per cent.

UK economists say recent redundancies in the manufacturing and service sectors will add further to unemployment.

"Company managers have obviously decided that the economy is not recovering at an early stage and have moved to cost cutting," said Mr Peter Spencer, UK economist of Shearson Lehman Brothers, the US owned securities firm.

According to the Department of Employment, the UK's seasonally adjusted jobless total has risen by 1.05m in 22 months to 2,647,300.

After rising by more than 500,000 in 12 months, the number of male unemployed topped the 2m level in February for the first time since May 1987.

Official figures show that 13.8 per cent of the UK male workforce was unemployed last month compared with an unemployment rate of 5.3 per cent among females.

The February increase in unemployment was slightly higher than expected by the City, where the consensus forecast was for an increase of around 35,000. In other labour market news, average earnings and productivity figures were disappointing while job vacancy statistics showed a small improvement.

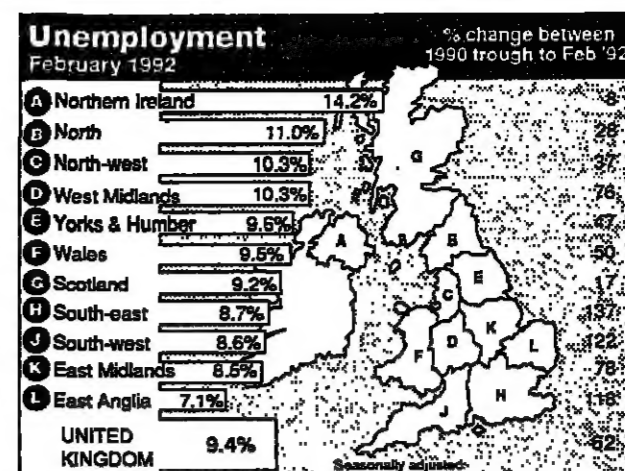
● Average weekly earnings in the year to January increased by 7.25 per cent.
● Unit wage and salary costs

in manufacturing also rose more steeply than expected - by 5.7 per cent in the year to January against 4.5 per cent in the year to December.

● Manufacturing output per head was 1.5 per cent higher in January than in January 1991, having increased by 2.6 per cent in the year to December.

Manufacturing productivity showed a year-on-year gain of 2.7 per cent in the three months to January.

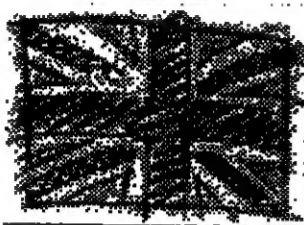
● Unfilled job vacancies rose a seasonally adjusted 2,300 to 124,300 in the month to February, lifting the stock of vacancies by about 20,000.



between the Wash and the Bristol Channel has more than doubled. In no region north of that line has unemployment risen by more than 50 per cent.

Greater London, with 10 per cent of the work force out of work, now has a higher jobless rate than the national average.

BRITAIN IN BRIEF



Nordic airlines to develop hub in London

The three partner airlines in the Scandinavian NRT Nordic travel group including Transavia Airways, Norway Airlines and Sterling are planning to expand their operations at London Gatwick airport to turn the airport into an international hub for Scandinavian air traffic in competition with Copenhagen.

The three carriers are developing new scheduled air services between Scandinavia and Gatwick to take advantage of the imminent deregulation of domestic air travel in Sweden. This will enable them to compete on their domestic market against Scandinavian Airlines System (SAS), the region's flag carrier, and develop feeder services into Gatwick and other European cities interconnecting with the international networks of larger airlines.

"Domestic deregulation in Sweden this summer will enable the three carrier to develop a domestic traffic they will be able to transport to Gatwick," Mr Anders Lidman, an aviation consultant to the three carriers said in London. "By feeding their traffic into other international airlines operating from Gatwick they could create a sensible Scandinavian international hub and spoke system at London in competition with Copenhagen," he added.

Fraud losses 'have doubled'

Losses resulting from fraud more than doubled between 1987 and 1991 according to statistics published yesterday by KPMG forensic accounting.

Analysis of cases in which fraud related criminal charges were brought shows that in 1987 £163m was lost through fraud but in 1991, £270m was lost. The number of fraud cases per year also increased from 45 in 1987 to 75 in 1991. The 1991 figures do not take into account possible fraud arising out of the collapse of the Maxwell empire.

The forensic accounting arm of accountants KPMG Peat Marwick has set up a "fraud barometer" to measure the incidence of fraud and monitor trends. Results will be published three times a year.

OFT examines card price rises

The Office of Fair Trading has launched an investigation into a recent price increase in the credit card services banks provide to retailers.

Three large banks, Barclays, National Westminster, and Midland, confirmed recently that they were seeking increases in the commissions they charge retailers on each credit card commission.

The banks say the amount of the increase would be very small as the commissions average 1.6 per cent of each transaction and they are seeking to increase this to about a sixth.

Lending hit by recession

Lending by banks and building societies to the private and corporate sectors slumped in February, a further sign that the economy is still stuck in recession. M4 lending rose by only £400m confounding City expectations of a monthly rise of £2.5bn. The feeble increase brought annual credit growth to 5 per cent - the lowest annual growth rate since 1987. In February last year annual credit growth stood at 13.9 per cent.

School reforms to cost £2bn

Full introduction of the national curriculum will cost more than £1.5bn in spending by secondary schools in England and Wales, with extra year-on-year costs of almost £500m, according to report by consultants Coopers and Lybrand Deloitte published yesterday.

That amounts to a first-year cost of about £224,000 for a typical secondary school, and £175,000 in the second year. Most of these sums are accounted for by additional demands on staff - particularly in assessment - with information technology and premises also significant demands. None of the schools surveyed by Coopers achieved these levels of expenditure.

Voters back union rights

Nearly 90 per cent of voters believe that employees should have a legal right to be represented by a trade union, according to a Mori poll commissioned by the TUC-backed Press for Union Rights.

The poll asked "do you think employees should or should not have a legal right to be represented by a trade union" and 89 per cent said yes with only 3 per cent saying no. British law currently gives no right for employees to be represented by unions and the last two years has seen a wave of union de-recognition especially among white collar workers.

Dealing rooms lack back-up

Few City firms have made adequate plans to protect their dealing rooms in emergencies, according to a new survey.

The survey shows fires, floods, bomb scares and power failures are costing businesses millions of pounds on trading because of a lack of adequate back-up facilities.

More than one quarter of City trading firms have suffered dealing interruptions lasting at least one hour in the past year. The typical interruption lasted 3.4 hours and affected 20 dealing desks.

Palace confirms separation

Buckingham Palace has confirmed a separation is being negotiated between the Duke and Duchess of York.

Issued coincidentally on the sixth anniversary of the couple's engagement, the statement said: "Last week, lawyers acting for the Duchess of York initiated discussions about a formal separation for the Duke and Duchess." No announcement has been made about custody of their two children or whether their £5m mansion Sunninghill Park, close to Windsor Castle, will be sold.

CLEAR FOR TAKE-OFF FOR THE 21ST CENTURY.



Lucas has been at the forefront of jet engine control technology since the early 1940s.

From the first Whittle Power Jets to the first civil engine electronic controls on Concorde, Lucas technology has led the world.

A more recent development, the Lucas FADEC - full authority digital engine control - enhances the performance, fuel economy and reliability of aircraft engines for Lucas customers.

Including G M Allison's latest GMA engine family for civil and military applications and the Rolls-Royce Trent engine that will power the next generation of large jet airliners.

Investment in advanced electronics for future systems is focused on achieving more precise engine control and further improvements in efficiency and performance.

Preparing Lucas and its customers for the 21st century.

For more information about Lucas please contact: Public Affairs Department, Lucas Industries plc, Brunton House, New Road, Solihull, West Midlands B91 3TX

UK NEWS

ELECTION 1992

Labour defends power plans

By Ivo Dawney, Political Correspondent

LABOUR ACTED last night to quash Tory attacks over its plans for the water and electricity companies by ruling out claims that majority shareholders in the utilities would be bought in the short term.

But officials would not categorically deny that the National Grid and the water companies would be nationalised in the longer term if they failed to take consumer and environmental interests adequately into account.

Instead of buying majority stakes in the companies, a Labour government would introduce legislation to regulate both sectors. These would give it powers to control prices and environmental practices.

The dispute over Labour's nationalisation plans came after Mr Chris Patten, Tory chairman, seized on remarks by Mr Roy Hattersley on BBC television to describe Labour's policy as "a sham."

The Labour deputy leader had said that his party would, "when the time comes," buy back water shares at their "appropriate value."

His words were quickly denied by Mr Neil Kinnock, who stated definitively that Labour would use public

money to buy water shares.

Yesterday, Mr Jack Cunningham, Labour's campaign co-ordinator, again confirmed the leader's position. But in a letter to Mr Kinnock distributed to the press, Mr Patten accused the Labour leadership of being at odds with its manifesto, which talks of public control of water being "a priority."

There was also confusion last night over whether Labour's shadow budget would have to draw on revenues generated by electricity privatisation to fund its £2.7bn recovery package.

Party officials insisted, however, that costings based on a £28bn public sector borrowing requirement - itself reduced by £8bn in privatisation funds for 1992-93 - would not be affected.

Although these funds included £3.4bn from the sale of electricity companies, there was no question of these assets being taken back under public ownership, they said.

Labour's measures to reduce unemployment would raise tax revenue and reduce benefits outflows in such a way as to reduce the need for a PSBR of the scale the Tories were planning, one official said.



Labour intensive: employment spokesman Tony Blair offers a study in concentration as he considers his response to yesterday's rise in the unemployment figures

Heseltine launches London manifesto

By David Owen

THE Conservatives yesterday summoned the genie of the defunct Greater London Council (GLC) in an attempt to link Labour's proposed strategic London authority with "loony left" extremism.

The Tories attacked Labour-controlled borough councils and what they termed Labour's "vicious targeting of London" through its tax proposals.

Labour's tax and national insurance plans meant that "people on top taxes would be paying those taxes at lower levels than even under (former Labour chancellor) Denis Healey," said Mr Michael Heseltine, environment secretary, who was heading a six-strong phalanx of ministers.

The six ministers assembled at Central Office to launch the Tories' London manifesto, which promises a Cabinet sub-committee for the capital, a minister for London transport and a private-sector forum to advise on the city's promotion as a cultural and business centre.

The ministerial cast - Mr Heseltine, Mr Michael Portillo, Mr Timothy Renton, Mr Stephen Dorrell, Mr Roger Freeman and Mrs Angela Rumbold - seemed designed partly to compensate for the lack of anything new: the proposals had appeared in summary form in Wednesday's manifesto.

Mr Heseltine attacked Labour's proposed authority as "a GLC which we will remember very clearly is... a body to undermine the elected government of the day."

The aggressive tenor appeared to confirm the view of many observers that Labour's proposed London government might prove attractive to the capital's voters.

Polls suggest that seven in 10 Londoners want an elected authority for their city. The Liberal Democrats have also proposed such a body, to be elected by proportional representation and partly funded by local taxes.

Tories' business pledge to Scots

By James Buxton

THE Scottish Conservative Party pledged yesterday to bring business rates in Scotland in line with those in England and Wales in the lifetime of the next parliament.

The promise is contained in the Scottish version of the Tory manifesto which was launched by Mr Ian Lang, the Scottish secretary, in Edinburgh.

Mr Allan Stewart, local government minister, said that by the new financial year the Tory government would have reduced the burden of business rates on Scotland by £370m from what they would otherwise have been.

This would be achieved through subsidies, instructions to local authorities and by banning business rates increases greater than the inflation rate.

However, the Scottish National Party argues that £400m is needed to close the gap between Scottish and English business rates, and business organisations put the remaining gap at more than £350m.

In 1989, when the government embarked on harmonising rates between Scotland and England, Mr Malcolm Rifkind, then Scottish secretary, said

that the process would take "five years, or possibly a little more." Harmonisation would involve removing the differences in the valuing of property between the two countries.

The Scottish manifesto states that the party stands unequivocally for the union of the UK and rejects Labour's plan for a devolved Scottish parliament, as well as independence. However, the party is "willing to consider ways of improving the government of Scotland."

Mr Lang yesterday offered no new ideas on improving

Scotland's government and said it was vital that any proposals "maintained the integrity of the union". Discussions with other parties on constitutional improvements were always possible, he said.

Among other new pledges, free transport is to be provided for secondary school children whose parents wish to send them to schools other than their neighbourhood comprehensive. It will be made illegal to carry knives in public, apart from "certain penknives and slyan dhuibhs (ceremonial knives).

Quotes of the day

I'm a simple soul. If it looks like a dog, barks and wags its tail - it's a dog. No doubt your statisticians could tell me it is a kangaroo with an attitude problem.

Graham Perry in phone in to Michael Heseltine

To be Green in Britain in 1992, listening to the spiralling hysteria of the main parties, is like being a small mammal watching the last two dinosaurs engaged in a struggle to the death. On the one hand, there is a deep inner sense of personal fragility. On the other, there is a deep confidence that the future does not belong to the dinosaurs.

Green Party manifesto

The SNP seems to be promising that the sun will shine all day and that it will only rain at night.

Ian Lang, Scottish secretary

The loony left is alive and kicking in London - Lambeth council has introduced a women's-only section in the British Library.

Michael Portillo, local government minister

I am not in favour of legislation of brothels. If it is necessary to distinguish myself from Lord St. Clair, it is best to have this out in the open as early as possible.

Chris Patten

It's monkey warfare, rather than guerrilla.

Nina Temple, of the Democratic Left, after sabotage on a Tory poster

The words socialist and socialism don't stick in my throat. Of course we believe in democratic socialism.

Tony Blair

We are genuinely disappointed that the Labour party has produced what is a Conservative manifesto in many ways.

Paddy Ashdown



Roles reversed on the small screen

By Ivo Dawney

FORGET about political values, let's talk production values. Labour's party election broadcast - on show at a television screen near you last night - was another example of how this topsy-turvy election is reversing roles.

We have gasped at the audacity of the Tories' Party selling itself as the men of irreverence and the Tories as irresponsible spendthrifts. But that can hardly be sustained by the two combatants' first brushes with the small screen.

John Schlanger's 'John Major - The Journey' offered the grainy print and hand-held cameras of mid-1980s ciné-verité. Urban grit, real people, Brixton badinage, and yep, good old John Boy, man of the mean streets made, oh yes, really very good indeed. It looked like it had been made on the proceeds of a quick whip round at the Lambeth Conservative Association. That was the point.

Labour's Britain, on the other hand, has money to burn. We begin airborne, shooting gracefully across snowy hillsides and swooping down over charming schools plucked from those Beautiful Britain magazines found only in embassy lobbies abroad.

As the Wagnerian horns of the Its Time for Labour theme soar along with us, a husky throat breaks through the Celtic twilight. "We live in a country rich in heritage," it proudly insists. "rich in natural resources and, of course, most of all, rich in people..."

But not rich enough under the Tories.

Mr Kinnock's limitation of one of his countryman Richard Burton's more theatrical advertising voice-overs confirms his powers of mimicry. Indeed, Hugh Hudson's sumptuous film illustrates just how far perfectly normal people are prepared to go to imitate a government-in-waiting.

Gordon Brown actually smiles on camera - twice. So do Robin Cook, Tony Blair and Margaret Beckett. But John Smith insists that all this will happen. What is more, he has got the money to do it.

When Mr Kinnock returns to take his natural place on camera, the viewers can hardly have raised an eyebrow at the flags bedecking his office. The honours and medals, the patriotic pride, the hope for a brighter future, must have left them with one thought. It is time, time for a change, time... to put on the kettle.

Candidates take out cover

By Richard Lapper

AT LEAST 500 parliamentary candidates are taking out insurance to cover the cost of any legal battles arising from the election campaign.

Legal Protection Group, a subsidiary of Sun Alliance, and Carassiss, which is owned by Royal Insurance, both offer expense policies tailored to the needs of candidates. These cover costs arising from libel or defamation claims as well as actions under the Representation of the People Act.

So far, LPGA is selling a policy valid for the period of the campaign - has received requests from 242 candidates. Carassiss, which sells

a policy covering all local and parliamentary elections over a 12-month period, says that it has sold a block scheme covering all Liberal Democrat candidates. It also has 300 Conservative and a handful of Labour candidates on its books.

LPGA is set to pay a £50,000 claim to finance legal action by Labour candidates who sued Liberal Democrat opponents over a bogus Labour council by-election document in Tower Hamlets, London. The Court of Appeal found in favour of the Liberal Democrats last week.

Mr Reg Brown, whose syndicate at Lloyd's has underwritten the LPGA policy for 1983 and

1987 general elections, says there have been 45 claims on the policy, most of which are for a few hundred pounds.

Mr Stephen Mantou, at Carassiss, says his company has paid 15 claims since 1986.

Most claims arise from actions under the Representation of the People Act, when political parties breach the limits on electoral spending.

Premiums are standard for all candidates. LPGA is charging a flat £55 which provides £50,000 of cover. Carassiss's annual policy costs between £108 and £120, depending on the size of the excess.

Independence within six months

The constitution and the economy dominate the manifesto. Main points are:

Independence

WITH the majority of Scottish seats, the SNP would negotiate independence for Scotland within six months. Scotland would become a separate member of the European Community and the United Nations. The constitution would be put to a referendum for approval. A month later there would be elections, using proportional representation, for the single-chamber Scottish parliament.

The vote would be extended to everyone aged over 16. The Queen would remain as constitutional monarch. A bill of rights would guarantee human rights, equality, freedom of information and other social and economic rights. Scottish citizenship would be granted to anyone born in or resident in Scotland and others as decided by parliament.

Economic recovery

Industrial equity and investment fund of an initial £160m a year to stimulate new investment. British Steel's Scottish assets would be taken into public ownership and a Scottish Steel Corporation would be set up with a substantial investment programme. Ravenscraig

would be brought back into full production.

Scottish exports unit to improve overseas sales. Increased marketing budget for Scottish Tourist Board. Increased structural support for the fishing industry. Agricultural finance bank to be set up. Tax incentives to promote research and development. New training and employment grants and a national apprenticeship scheme. Investment in infrastructure and electrification of the railways.

Taxation

New 20 per cent rate on the first £3,000 of taxable income. Ceiling on National Insurance contributions to be lifted.

North Sea oil

Scotland would expect to retain 90 per cent of oil revenue under an oil treaty with the rest of the UK. Taxation would remain basically unchanged. A consultation paper will shortly be released to the industry.

Education

Nursery education for all three and four-year-olds by the end

of the first parliament. Priority for maintenance and repair of schools. Opting out and national testing to be abolished. Higher to remain. Non-maintained, independent student grants. University of the Highlands to be established in Inverness.

Health

Expenditure to be increased by 15 per cent in real terms over four years, to bring it up to the European average as a proportion of gross domestic product. One-third of increase to be financed by extra tobacco duties. Charges for prescriptions, eye care and essential dental work to be abolished. Opted-out hospitals will be returned to the NHS.

Housing

Local authority capital debt to be written off over four years. Investment in new housing, including sheltered accommodation, and a modernisation and repair programme. Council tenants' right to buy and mortgage tax relief to be retained.

Defence

Immediate withdrawal from the Trident programme. All

other nuclear weapons to be removed. Disengagement from Nato as long as strategy remains based on nuclear weapons. Full complement of the Scottish division to be retained, and strong conventional forces of about 25,000 which will co-operate with the UN and European countries.

Social security

Benefits to be raised 10 per cent in real terms over the first four years. Child benefit of £10 a week. Pensions will be raised to £80.50 a week for a single person and £96.80 for a married couple.

Entitlement of young people and students to benefit will be restored. Maternity leave and other leave for family reasons "will be in line with the best provisions available in Europe".

Environment

Nuclear reprocessing at Dounreay, Caithness, and the importation of nuclear and other toxic waste to be stopped. Environmental Protection Agency to be established. Recycling to be encouraged. Renewable energy sources to be developed.

Three cultures converge in concern for consumer

John Willman analyses the new emphasis on quality in public services

THE KEY phrase of the campaign might be "we are all consumers now", as the parties compete to promise better-quality public services that are more responsive to their users.

The Conservatives say their Citizen's Charter offers the most far-reaching programme ever devised to improve quality in public services.

Labour promises "high-quality, value-for-money services" with three "quality commissions" to keep schools, councils and the National Health Service on their toes.

The Liberal Democrats would "invest in a network of community services to improve quality, choice and opportunity".

This emphasis on quality in the public services is a new theme in general election campaigns. When the main elements of the welfare state - such as the NHS, secondary education and slum-clearance pro-

grammes - were established by the 1945 Labour government, the drive was for quantity, not quality.

"People were grateful for mass-produced services devised to meet urgent and basic needs which everybody shared," says Ms Anna Coote, research fellow at the Labour-leaning Institute for Public Policy Research. "But as people became better-educated, better-housed and better-off, they expected more diverse and flexible services to meet their individual needs."

Mrs Thatcher was a catalyst for bringing these expectations to the fore, says Mr John Beishon, chief executive of the Consumers' Association, publishers of Which? magazine. "By her emphasis on competition and choice, she made people much more aware of the power consumers

could wield through their spending capacity," he says. "Users of public services are now very interested in their rights and in being able to make choices."

The Conservatives' problem is that opinion polls consistently show that voters think Labour is best able to provide high-quality public services. By launching his Citizen's Charter last July, Mr John Major hoped to demonstrate a Conservative concern for the public services - and a distinctively market-oriented approach to improving them.

A fourth-term Tory government would introduce further privatisation to public services. There would be greater competition between providers, and more contracting-out to the private sector. Managers' pay would have a large performance-

related element as an incentive to satisfy customers.

Where market forces cannot be brought to bear, services would be required to publish charters setting out clearly defined standards of services. If services fell below standard, there would be simple means of redress, including well-situated complaints procedures and, in some cases, compensation.

In some respects, this programme is little different from those of the other parties. Mr Paddy Ashdown, leader of the Liberal Democrats, devoted considerable space in his 1988 political testament, Citizen's Britain, to the need for consumers of public services to have rights and entitlements.

Labour reached a similar position

in its policy review after the 1987 election, and can draw on the experience of Labour local authorities such as York City Council which have pioneered guaranteed standards.

Labour's manifesto promises "customer contracts" for services, with "clear avenues for complaint and redress".

This apparent convergence does not mean there is no difference between the parties, according to Ms Coote. "While the parties are using the same language, they have very different agendas," she says. The Tories, for example, see the drive for higher quality as part of getting better value for money from the existing budget.

Let us hear no more of the phoney argument that you can only make things better by spending

more money," Mr Major told a conference in January. "Politicians, keeping promises, giving the right information, answering letters promptly - these things don't cost money. They are the everyday currency of decent services and they must become universal."

Labour emphasises "underfunding" as a cause of poor-quality public services, and rejects the Conservative belief in the role of competitive pressures in improving performance. Labour would halt privatisation and compulsory competitive tendering in local government and the NHS.

For Mr Beishon of the Consumers' Association, neither approach is sufficient. He agrees there is scope for squeezing out inefficiency in some public services. He accepts that free competition is the best mechanism for consumers to exercise power but he believes some problems will require fresh money.

Hexham picks new candidate

HEXHAM Conservatives, fighting back from the resignation of their MP, Mr Alan Amos, following an alleged incident on London's Hampstead Heath, yesterday unveiled their candidate - a 49-year old man with a supportive wife, two children and a Labrador, Chris Tighe writes.

Mr Peter Atkinson, adopted at a meeting of association members in Hexham yesterday, also has the merit of having been born in the Northumberland constituency.

A former journalist in Tyne-side and London, since 1984 he has been a public affairs and political consultant, specialising in countryside matters and has advised the British Field Sports Association.

He lives in Suffolk, where he is a county councillor, but will move to the constituency.

ADVERTISEMENT

This page shows 119 of the candidates of the Natural Law Party together with the names of the constituencies in which they are standing. The Natural Law Party aims to have candidates in all 651 constituencies.



Christina Lamb describes a Brazilian experiment to save an endangered species from extinction

A black and white illustration depicting a scene of medical transport. Four men are carrying a person on a stretcher. The person on the stretcher is lying down, and a large umbrella is held over them for shade. The man on the far left is walking towards the group, possibly a doctor or a guide. They are in an outdoor setting with a large tree on the left and grass on the ground.

times by mating with wild tamarins and their gradual ability to feed themselves in the wild. "It proves that reintroducing them into their old habitat has been a success," says Coimbra.

The project is special for several reasons, says Kleiman. Reintroducing captive-born animals is a pioneering method of preserving species, and the preservation of tropical forests is a developing science. It brings together 130 zoos, IBAMA (the Brazilian state environment agency), the World Wildlife Fund and the

One answer has been to hand every tamarin back in a special ceremony to the Brazilian government to create more local responsibility. But Costa believes a tougher crackdown on the trade is necessary. "Catching an animal is regarded as a source of wealth. It is hard to persuade someone with hunger in his stomach that for the sake of ecology he should remain hungry."

Now, after completing medical trials, EuroCetus has won marketing approval in the UK for Prolestin which has

A new type of laser light pulse generator has been developed by Pirelli, the Italian tyres and cables group, which allows more than 50 times as much information to be packed into fibre-optic telecommunications lines. The pulse generator enables

But now a French invention called the Wash'ball marketed by Welcom International promises a simple but ingenious solution. When a set of the 12 black shock-resistant balls are put in the washing machine along with the dirty laundry their mechanical action complements the stirring and shaking movements

SAC also details the use of IT in auditing. "There's no way we can audit a mass of networks and computer systems using traditional techniques," says Charles Le Grand, director of research at the IIA.

*The SAC report, £147 for IIA-UK members, £175 for non-members, is available from: The Institute of Internal Auditors - UK, 13 Abbeville Meux, 86 Clapham Park Road, London SW4 7BX.

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Arar and Collins (1971) using a Shimadzu 1601 UV-Visible Spectrophotometer. The concentration of chlorophyll was expressed in $\mu\text{g mL}^{-1}$.

The people's jury is out

ALPINE ROAD, WATTS ROAD MILITARY
TEL: 0292 461 1711 FAX: 0292 461 0990

MANAGEMENT



Nine years ago this month, Margaret Thatcher set about trying to help British industrialists fill a yawning gap in their competitive armoury against Japan, Germany and Italy. "Design your way out of recession" proclaimed the then Department of Industry in a "design for profit" awareness campaign targeted at managing directors and finance chiefs.

The industry minister responsible for design went on to declare that companies should cease their futile practice of calling in designers only as an afterthought, merely to put products in an attractive package. Instead, he said they should be made key members of the product and production team and have as much influence in the boardroom as marketing and finance. Quite so.

A month later the government announced it would put its money where its mouth was, by tripling to £10m its funding of a Design Council advisory service which provided free consultancy to small and medium-sized companies.

By the end of that year, the London stock market had begun to wake up to the attractions of design. Through Terence Conran of Habitat-Mohr, and Ralph Halpern of Burton, design was suddenly the "in" competitive weapon in retailing.

Then all sorts of other service organisations caught on, calling in specialist consultants to re-design their "corporate identities". British Airways changed livery, the Woolworth group became Kingfisher, and British Rail revamped all its colours.

Though product design fared less well than retail or graphic design, fortunes were made all over the design profession as consultancies went public and their shares were snapped up.

Across the Atlantic, however, design was still generally seen as a corporate also-ran. It usually operated as a poor relation of more "professional" disciplines such as marketing or engineering.

Now these Anglo-American roles seem almost to have been reversed. Having boomed through the 1980s, the British retail design bubble has burst. Many corporate identity schemes have been frozen, either because of the recession or in the wake of the controversy over the most recent,

Blueprint for design supremacy

Christopher Lorenz

£50m revamp at British Telecom, which has scared off many boardrooms.

Several consultancies have suffered spectacular crashes, and with a few notable exceptions, only three sectors are doing well: brand identity, packaging and, significantly, product design. That the latter is thriving amid the depressed state of UK manufacturing is a particular tribute to the high standard of its work for a growing number of foreign clients. Some consultancies are doing more than 80 per cent of their work abroad.

On the institutional front, government finance for design consultancy has tailed off just when manufacturers most need it - even if they don't realise they do. The Design Council (of which I am a member) has emerged much leaner than before from a period of retrenchment, but continues to be frustrated at the reluctance of many manufacturers to use design to the full, even after a decade of propaganda and education. Far too many still see it as merely a surface activity.

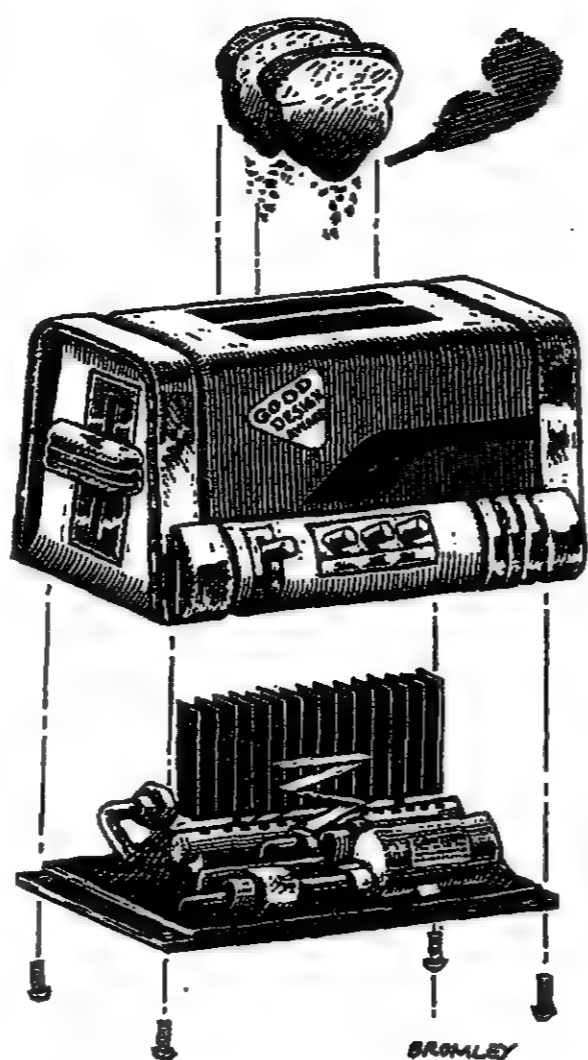
In America, things are now a very different story. Despite the recession - or partly because of it - business interest in design is booming after a series of heroic, design-led successes. These include Ford's Taurus and Sable models, a string of Japanese products from Sony and others, and, most recently, Apple's PowerBook laptop computers.

While press interest in Britain has faded from its peak, the serious American business press has gone wild about design.

What accounts for this transatlantic gulf? Is it just a natural time-lag as corporate America wakes up belatedly to a management fashion which has peaked in Britain? Will its own interest also wane?

The answers to these questions lie, above all, in the more professional way in which American companies have gone about using design.

First, the American design wave is very much more product-led than was the British,



where retail and graphic design left product design very much in the shade. Yet, as the Americans are finding, product design and development is a much deeper and longer process than the surface work of retail and graphic projects, and cannot be stopped so quickly when times turn tough, or management fashions change. So it provides a more solid base on which to build design into the fabric of a company.

Second, the American design community, and those Britons and others who export designs to the US, have benefited immeasurably from having come in on the coat tails of the powerful quality movement. In Britain it was the other way round.

The "design message" was promulgated in the early 1980s before the quality fashion arrived from the States - in some companies it swamped

their nascent interest in design.

In a well run company, quality and design should go hand in hand, two relatively new disciplines - or ways of thinking - which must be integrated into the product development process with the more established ones of marketing, engineering, production and so forth.

Such integration within Ford of America is precisely what made the Taurus-Sable project so remarkably successful. In Europe, however, design has fared less well within Ford's management hierarchy, as the lacklustre new Escort demonstrates.

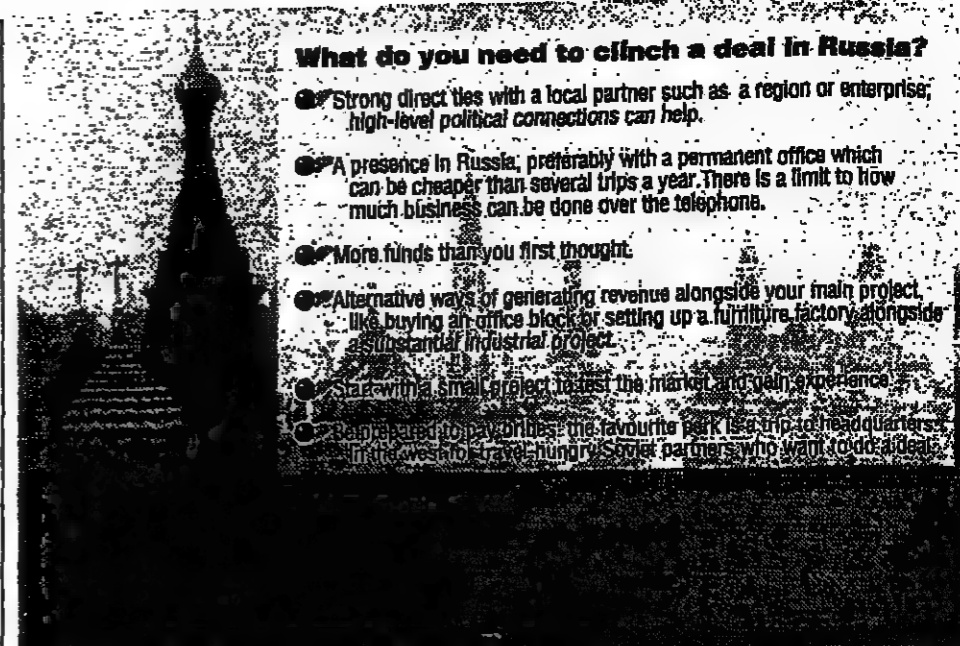
The need for design to be integrated as a team player with quality, marketing and so forth is very much the message of a highly influential US research body, the Design Management Institute (DMI). By collaborating with the Harvard Business School, this Boston-based organisation has developed a set of increasingly popular international teaching case studies, some of which are now being taught on Harvard's "core" courses and elsewhere.

In Britain, the London Business School is now also taking the integrated route. LBS was the world's pioneer in teaching design to students and executives, though it is now being challenged by Harvard. Its work is being focused more than in the past on product design and development - a well known Japanese professor of technology management joins its staff next month, when it also hosts the DMI's annual international research forum of design academics.

But a few swallows in Regents Park cannot, on their own, create a summer of revolution in the engine rooms of UK industry. There is still far too little evidence in Britain that industrial designers are being taken as seriously as in many US companies, where they really are becoming full team players. One of the few exceptions is the Rover Group, whose chairman, George Simpson, was guest speaker at last week's announcement of the Design Council's British Design Awards.

Industry and designers alike will be helped if more companies take a leaf out of the American and LBS book, and make integration a priority. As Simpson argued last week, design is, in every sense, a multi-disciplinary team activity with intimate connections to quality, marketing and production. It should not be seen as an independent cure-all.

For despite the symbolic victory of occupying the Goplan building, the young government of economic reformers which he joined three months ago has yet to gain real power over the vast state machinery



The Russian revolution

Leyla Boulton looks at difficulties facing investors

Leonid Grigoriev, the economist responsible for attracting foreign capital to Russia, compares his job to that of a gardener. As head of a newly-created Committee for Foreign Investment, he says he has to clear away a multitude of rocks and wild growth before foreign investment can flourish.

As foreigners already trying to do business in the former Soviet Union will confirm, the environment remains distinctly hostile.

The economy is crying out for foreign investment to convert military production to civilian output, to modernise creaking old factories, and to cut huge waste in the exploitation of natural resources. Yet, after seven decades of prohibition against foreign capitalists, everything about the place seems designed to discourage foreign investment - apart from jealously guarded natural resources and the potentially enormous future markets.

Businessmen cannot get visas upon arrival but need to apply for them in advance, with the support of a local sponsor and specifying which destinations they propose to visit. Private ownership of land is not allowed and that of other assets is difficult; the banking system is paralysed; missing bits of legislation and the existence of powerful vested inter-

ests mean that even deals agreed with a Russian partner are obstructed within the state bureaucracy or parliament.

Facing around his office in the former Goplan building, where officials used to plan the Soviet economy five years at a time - Grigoriev complains that most of his compatriots have no idea of what makes foreign capitalists tick. "Many people think foreign investment is a substitute for the centralised investments of Goplan, that the money they need to get from Goplan will now come from foreigners."

One of the authors of the 500-Day Programme for radical economic reform, Grigoriev still teaches at Moscow university course on US financial corporations, mergers and acquisitions, and bankruptcy.

But apart from education, he sees his main task as providing the legislative base for investment - the law on foreign investment adopted last July is already out of date - and convincing the government to provide conditions for investment to flourish.

For despite the symbolic victory of occupying the Goplan building, the young government of economic reformers which he joined three months ago has yet to gain real power over the vast state machinery

it inherited from the former Soviet Union.

Grigoriev has to break off the interview a few times to shoot down the telephone to secure hard currency for colleagues to fly to Washington the next morning. Their mission is to negotiate a bilateral agreement to protect US investors in Russia.

In fact, Russia is suffering not so much from an absence of foreign investors as from its inability to satisfy those prepared to defy present problems to do business.

The government has achieved many firsts since coming to power: it concluded Russia's first oil production sharing agreement, got a crucial mineral deposits law through parliament, and selected a US-Japanese consortium to investigate huge oil and gas resources off Sakhalin Island. It is even negotiating the first ever deals allowing foreign companies to exploit Russian gold mines. But most of the projects are still facing snags getting off the ground.

What is Grigoriev's advice for foreign investors? "As a government official I say 'You must come here'. But as a honest man, I'm saying 'We're starting from the beginning'. Things may yet get worse before they get better but gradually we will create decent conditions for investment."

BUSINESSES FOR SALE

Burlington International Group PLC Gamba

The Joint Administrative Receivers offer for sale the business and assets of the above company.

- Ballet, dance and theatrical footwear manufacturer
- Turnover £1.7m
- Leasehold premises at Wembley
- Skilled workforce of 57 personnel
- Established trademarks and brand names in a niche market

For further details please contact F W Taylor, Joint Administrative Receiver. Telephone: 0604 604740. Facsimile: 0604 604338.

ERNST & YOUNG

Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

BUSINESS FOR SALE

Partners wishing to concentrate on their main business, have built up successful overseas property & letting division, which they wish to sell. Included are freehold properties in Florida and Europe, an established customer list, agencies for flights, car hire and management services overseas. An opportunity not to be missed. For further information please write to:

P.O. Box 16457 Financial Times, One Southwark Bridge, LONDON, SE1 9HL

INSURANCE BROKERAGE

For Sale

Profitable motor insurance brokerage based in Germany. Doing exclusively with H.M. Forces. Annual Commission approx. £1.2m. Privately only please call: David Stamp on 0733 559855

"TAPE ONE STUDIOS"
One of the UK's leading Audio Post-Production Facilities

- Established 17 years
- Both CD Pre-mastering and Disc Mastering with state of the art equipment by Sony, Neumann, Neve and Studer
- Central London location
- Turnover approx. £1m p.a.

BUSINESS & ASSETS FOR SALE
Ref SMW

EDWARD SYMONS & PARTNERS
2 Southwark Street, London Bridge, London SE1 1RQ
Tel: 071-407 8454

SHELL WANTED
Highly Profitable Growth Business for outright sale or Shell Reverse (SSSC) or full going.
Available profits for this year £50,000+, substantial increase next year. Maximum flexibility with accounting period to suit.
Write with (and for) full details: Box H6678, Financial Times, One Southwark Bridge, London SE1 9HL.

For Sale
Principals to Retire.
Process Control Computer Software Company.
20 Blue Chip Clients.
Turnover circa. Pounds 1 million.
Good Profit Record last 10 years.
All enquiries: Box H6665, Financial Times, One Southwark Bridge, London SE1 9HL.

EXHIBITION COMPANY
Office for sale income and goodwill of highly successful events. Niche market. Excellent potential for further development. Write for Box No. H6663, Financial Times, One Southwark Bridge, London SE1 9HL.

BUSINESS AND ASSETS
Of solvent and insolvent companies for sale.
Business and Assets
Tel 071 262 1164 (Mon - Fri)

ESSEX
A THRIVING AND SUBSTANTIAL RESIDENTIAL CARE & NURSING HOME
FOR SALE FREEHOLD
As a going concern

- Dual Registration for 102 Residents
- 95% occupancy level
- Supported by full complement of staff
- Well maintained property with high quality fittings
- Set in beautiful secluded grounds of 23 acres

Ref: H6685

HENRY BUTCHER
60 WEST HIGH HOLBORN LONDON WC1B 4EG
071-405 8411

BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.
For further information or to advertise in this section please contact
Melanie Miles on 071 873 3308

FINANCIAL TIMES
CORPORATE & BUSINESS NEWSPAPER

According to Risk magazine this is what we've been doing in swaps and options.

In Risk's latest survey we seem to be cleaning up in the risk management market.

We are now one of the world's top three swaps and options houses. And in US\$ international swaps we've become the acknowledged world leader.

To find out just why we're mopping up all our competitor's business, call us now on any of the numbers below.

You'll find we're open round the clock, round the world.

BARCLAYS GLOBAL SWAPS & OPTIONS GROUP

London: Humphrey Percy (44 71) 856 4700 - New York: Paul S. White (212) 412 6900
Tokyo: Narush N. Dami (813) 526 0850



FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9SL
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday March 20 1992

Propping up
Japan Inc

MR YASUSHI Mieno, the governor of the Bank of Japan, has made his point. Having asserted his independence by conspicuously failing to respond to pleas from leading politicians for a cut in interest rates, he should now do what he probably intended to do all along. The latest GNP figures, which showed that the Japanese economy was shrinking marginally in the final quarter of last year, merely provide a formal excuse. A cut in the discount rate must be odds-on before March 31, an important reporting date for Japanese financial institutions.

Mr Mieno would, of course, be entitled to plead that the views of leading members of the ruling Liberal Democratic party on monetary policy are scarcely impartial. Just as the stock market boom provided them with fund-raising opportunities, both legitimate and scandalous, the subsequent crash has had an equal and opposite effect on their finances. The LDP is thus one of many victims of Mr Mieno's tough monetary stance. But in this instance, its deputy president, the vociferous Mr Shin Kanemaru, is right, even if his motivation is open to question.

The Bank of Japan's reluctance to bring down interest rates more rapidly is rooted in the fear that asset price inflation could be re-ignited. This is understandable on the part of any guardian of the currency; but in this instance it is a case of responding to the last crisis but one. The Japanese financial system is creaking at the seams. And as the scandal at Daiwa Securities revealed last week, there are still substantial losses in the system which have yet to be recorded and absorbed because no one can agree on where those losses should properly fall. Put another way, the understanding on which many of the trade-offs and cross-subsidies in the Japanese financial system have been based are coming unstuck. There are likely to be more uncomfortable revelations in the pipeline.

Real economy

The more important reason for questioning the present monetary stance lies in the real economy. Many leading Japanese industrialists have

been arguing that Japan Inc. is fundamentally sound and that it faces no more than a cyclical upset. Yet there are good grounds for thinking that the problem is structural. Growth in the late 1980s was driven primarily by business investment, which was undertaken on the kind of scale that prevailed when Japan was still capable of generating double-digit growth. The investment boom was financed at what was perceived to be minimal, or even negative, borrowing costs. Much of that investment went into sub-optimal projects, which is the polite economist's way of saying that it was wasted.

Inescapable fall

Against that background, and with real financing costs looking exceptionally high, a fall in capital spending was inescapable. Meantime, in the aftermath of the asset price bubble, it is hardly surprising that the debt-laden personal sector is reluctant to spend and that the trade surplus is rising ominously. Yesterday's news that volume limits on car exports to the US are to be cut will probably make little difference to the political fallout in the run-up to the presidential election. Japanese car production in the US was no doubt undertaken to deal with just such a contingency, and it is soaring.

The question now is whether a cut in interest rates and accelerated public works spending will be sufficient to stave off a serious recession. The lesson from the US appears to be that a heavily indebted economy with big financial problems is much less responsive to relaxations in monetary policy than expected. The scope for a significant fiscal expansion in Japan is far greater than in the US; but the traditional Japanese reluctance to loosen the purse strings will limit the extent of any boost. So, too, will the fact that the construction sector will suffer from bottlenecks and labour shortages left over from the boom. The government and the central bank will probably provide a modest prop to confidence in the short run. But it will be some time before Japan returns to the 5 per cent growth of the late 1980s.

Politics and
unemployment

THE IDEA that unemployment does not affect the outcome of UK general elections is now being put to severe test. Mrs Thatcher had the same sense, or good fortune, to seek re-election when the economy was growing and unemployment was rising slowly or falling. Not so Mr Major. Against a background of falling output and accelerating unemployment, he must persuade nervous southern householders that things would be worse under Labour. The polls suggest voters are not convinced.

Yesterday's figures will do little to ease their fears. Unemployment has accelerated upwards in recent months and is rising fastest in the south and west Midlands, where many finely balanced Tory marginals are concentrated. And the figures will probably be rising for some time more. The case against the government is that its errors caused the recession. The case for change is that unemployment will peak earlier and fall faster if Labour is elected. It is a case that Labour has yet to make convincingly.

The exchange rate mechanism will constrain the ambitions of whichever party is elected, assuming their resistance to devaluation is sustained. The recovery, when it finally comes, will remain sluggish until German interest rates start to fall and maybe longer.

Fiscal stance

Nor does fiscal policy materially differentiate the two parties. Both budgets implied the same overall fiscal stance, although Labour would channel more money into temporary investment incentives and infrastructure spending than into tax cuts. Labour's package would probably be slightly more expansionary. Independent calculations from the National Institute of Economic and Social Research suggest growth under Labour would be 2.7 per cent in 1993 compared to 2.3 per cent under the Conservatives. Yet the difference between them is dwarfed by the normal margin of error in forecasts.

It is the two parties' supply-side policies that will most affect the long-term difference in the rates of economic

growth they can deliver. In the field of support for the unemployed and wage-bargaining, the government offers more of the same while Labour offers modest change.

Yet not all of Labour's reforms are desirable. The NIESR expects unemployment to be 300,000 lower under Labour in 1993, largely because of the more extensive package of support for the unemployed promised in its manifesto. Commendably, Labour promises to restore last year's cuts in spending on training for the unemployed in order to guarantee job experience or training, as well as just counselling, for everyone unemployed for over six months. But it also plans a statutory minimum wage which would cost upwards of 100,000 jobs - ostensibly to end "poverty pay", but in reality to appease the public sector unions.

Archaic system

Labour has also shuffled towards bringing some order to the archaic UK system of wage bargaining. Yesterday brought the dismal news that UK average earnings have fallen by less than one percent since last June, since when unemployment has risen by 350,000. At this rate, many more jobs will have to go before the UK finally gets its rate of wage inflation down to a sustainable level within the ERM.

Labour's national economic assessment might, at least, focus the minds of British business and trade unions on the need to cut wage inflation to below 5 per cent. The risk is that it, as with many of Labour's proposals, could become a tool for government intervention to protect interest groups when the going gets tough.

Labour now talks the language of the market and stresses the need to boost productivity. It also recognises that government has a role in providing better incentives for training, guidance on wage expectations and direct measures to cut long-term unemployment. The risk is that Labour would more than undo all of these good things by impeding competition and pricing the unskilled out of work.

If the opinion polls are to be believed, a vote in Sunday's regional elections will demonstrate the political landscape in France. At the very least, it will open a new and decisive phase in the presidency of Mr Francois Mitterrand. But if he and the French people are unlucky, it could even herald a return to the political instability which was supposed to have been banished with the establishment of the Fifth Republic 33 years ago.

The polling forecasts have been simple, striking and remarkably consistent. The ruling Socialist party is set to see its popular support fall by more than a third to less than 20 per cent; but the traditional conservative parties will also sink significantly, to about 30 per cent. By contrast, the extreme right-wing National Front and the ecologists will both surge ahead, to about 14-15 per cent each. Only one political group appears virtually untouched by this prospective earthquake: the Communist party, which should hang on to 8-10 per cent. For many commentators, the breakthrough by the National Front is the most important development, as it would give France the largest ultra-right-wing party in western Europe. Others have highlighted the collapse in support for the ruling Socialist party, because it reinforces the view that the government is in a parlous drop in the popularity of Prime Minister Edith Cresson since she was appointed 10 months ago, and calls into question the future legitimacy of a Socialist government.

Yet the real significance of these polling forecasts is the aspect which appears least dramatic: the small but unmistakable slump in support for the mainstream conservative parties, the centre-right UDF umbrella grouping, and the Gaullist RPR party. Whatever the meaning of the 15 per cent swing behind the National Front, it is dwarfed in significance by the collective rejection of all the traditional parties of government. It is easy to identify some of the obvious

The popular rejection of
the Socialists and their
conservative opponents
may be overstated
in Sunday's vote

factors behind the Socialist collapse; but if the conservative opposition parties cannot gain extra votes from the Socialist electorate, then the traditional political establishment is in a bad way.

The Socialists' main point of vulnerability is high and rising unemployment. From 1987 to 1990 it steadily declined, from a peak of 10.5 per cent to a low point of less than 9 per cent, but since then it has been creeping up and may hit 10 per cent again. The government's many job creation and training schemes have failed to stem the tide.

Second comes immigration. Stricter rules and tighter restraints on asylum have failed to prevent a continued small inflow of immigrants, mainly for family reunion. The real problem is the multiplier effect between the immigrant community from North Africa, unemployment, deprivation in the outer suburbs, and anxieties regarding law and order.

Third is political corruption. Public esteem for the Socialists dropped steeply with the revelation in 1988 of a nationwide system of party kick-backs. Former Prime Minister Michel Rocard tried to wipe the slate clean with tough new rules on party financing, but the move backfired when it was coupled with an amnesty for past offenders. This enraged a number of magistrates and, since then, investigations into the scandal have been repeatedly relaunched, in the glare of the television cameras, manifesting political tensions.

Flutters
over Emu

Like the famous fog in the Channel, the election campaign has somewhat isolated Europe from current British politics.

In particular, the demands of the hustings leave Premier Michel Rocard little time to reflect on the implications of the flutters in European parliamentary opinion about the march towards European monetary union, given the go-ahead in Maastricht six months ago. Even there are distinct signs of *Schadenfreude* in the British government that the idea of relinquishing monetary sovereignty has begun to provoke the same sort of questioning in Germany as it has done in Britain during the past few years.

At the European Community summit in December, the UK won a hard-fought right to decide afresh in 1996 whether it wanted to be part of Emu. Now, foreign secretary Douglas Hurd believes that the Germans will request the right for a similar form of reconsideration before progressing to the final stage of Emu.

He also believes that the target date for a decision on moving to a single currency may be delayed from the objective of 1995. Should economic difficulties in Germany place obstacles across the route to Emu, a future Conservative government would evidently not be that much displeased.

The same can surely be said - in spite of John Smith's pro-Emu rhetoric - of any future Labour administration.

Yellow peril

There were worried frowns recently at Thompson Clive Investments, a specialist venture capital investment trust, when a look through its stock exchange yellow book revealed

Sunday's regional elections will demonstrate the dissatisfaction with France's traditional parties of government, says Ian Davidson

A shock to the
political system

This list of complaints against the Socialists explains why the conservatives are suffering too. They do not pretend to have any better solutions for unemployment or immigration; and they are only slightly less vulnerable to suspicions of corruption.

The popular rejection of the Socialists and their conservative opponents, though not in doubt, may however be overstated in Sunday's vote, because of the peculiarities of the event.

● The timing: this is a half-made for a gratuitous protest vote since it falls between two general elections.

● The abstention rate: this is expected to be as high as 50 per cent and will penalise mainstream parties much more than protest groups.

● The voting rules: minority parties will gain maximum benefit from these elections, which are based on complete proportional representation.

● Finally, there is the intense publicity drawn by the National Front breakthrough, which has transformed these elections for 23 separate regional councils into something like a national opinion poll. Only half the voters say they will make their minds up on local grounds; the rest will therefore give vent to their feelings of discontent and disarray almost regardless of the local consequences.

On all these grounds, the Socialists will seek to discount the significance of Sunday's vote. Indeed, Mrs Cresson is already downplaying the results in advance. "There will certainly be a drop in the Socialist electorate," she said this week, "but I do not think one can speak of a defeat." Even so, the voting figures will themselves influence the political debate.

The most immediate problem in the regions will be how the mainstream conservative parties react to a significant advance by the National Front. They have vowed to form no alliance with the FN; but in many cases they will be unable to form a working majority alone. No doubt some local parties will be unable to resist the temptation to go back on their pre-electoral vows, which would inevitably provoke a row between the Gaullists and the UDF at national level.

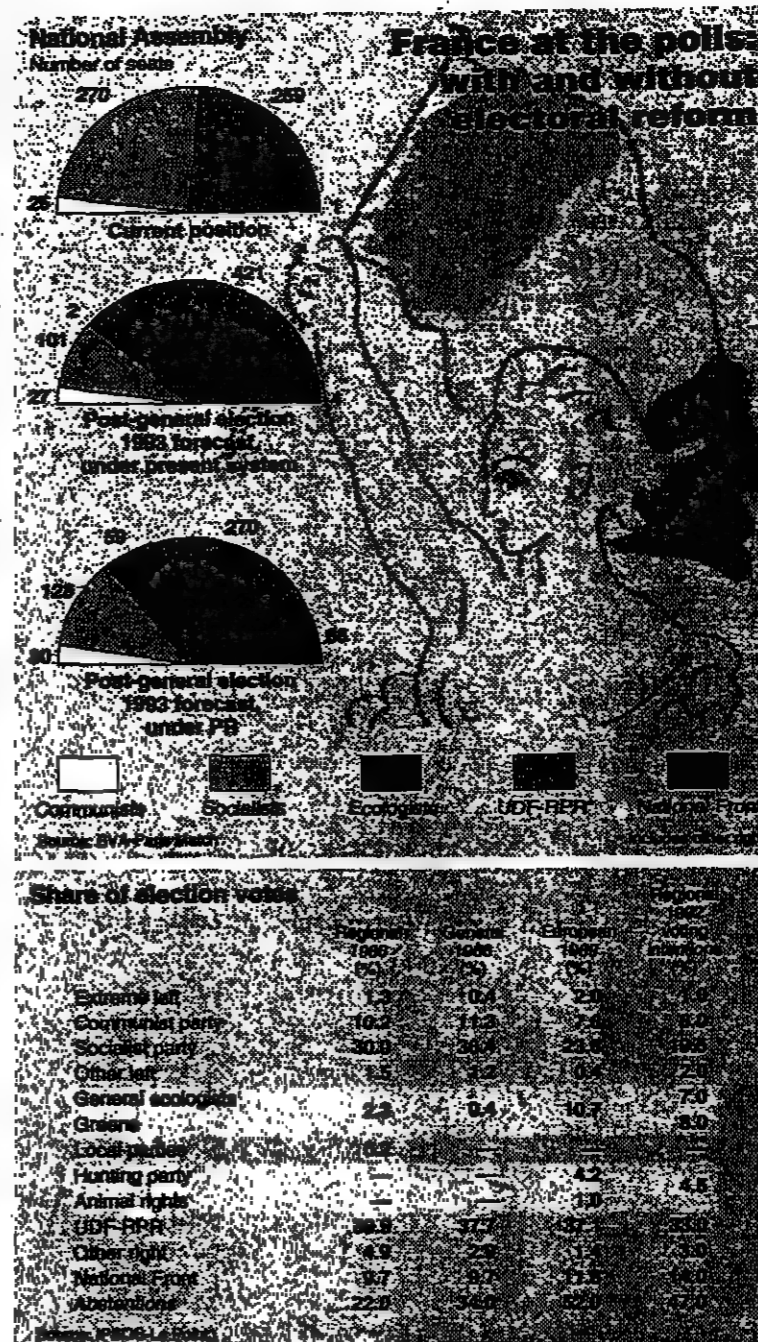
This could undermine their attempts to form an electoral alliance in time for next year's general elections.

Yet the most critical new factor will be the level of support for the Socialist party. Locally, they may be able to

take advantage of the FN break-through to gain minority control of one or two extra regions through alliances with the ecologists. But if the national vote for the Socialist party falls below 20 per cent, the credibility of Mrs Cresson's government will be damaged beyond repair.

France will then wait with bated breath to see what Mr Mitterrand does next; for no one doubts that the president is a politician of resource and ingenuity; that he will have several surprises up his sleeve; and that he is likely to spring some of them before the year is out.

Neither of his most obvious options looks satisfactory. Mrs Cresson has become a serious handicap; the name of Mr Jacques Delors, president of the European Commission, has been



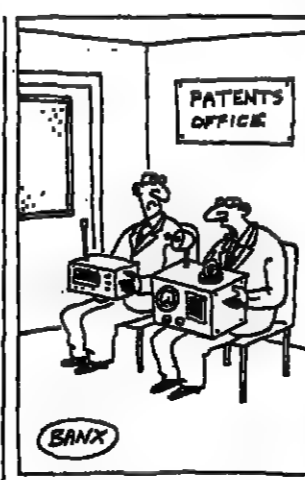
widely canvassed as a more popular alternative. Yet it is difficult to imagine that any new prime minister will save the Socialist party from a crushing defeat in the general elections.

Hence the idea of a shift in the voting rules before then. This has been repeatedly alluded to by President Mitterrand, and is now being echoed by some leading Socialists. But there is a clear difference of objective between him and them. Their ostensible argument is that parliament should be more representative of the diversity of public opinion; but they are only prepared for a small element of proportional representation because they want to keep the logic of majority voting which might one day return them to majority gov-

ernment. Mr Mitterrand's primary objective would be to prevent an overwhelming conservative victory, which would render miserable the last two years of his mandate; so his need would be for a large dose of PR.

If the government were to change the general electoral system from majority voting (as it is now, and was in 1988), to full-blooded proportional representation (as it was in the 1985 general elections, and it will be in Sunday's regional elections), it might just succeed in limiting the conservative parties to 270 or 275 seats, a handful short of a parliamentary majority. But the cost would be high: 50-60 seats for the National Front, and 35-40 for the ecologists, while the Socialists would shrink to 110-140.

OBSERVER



has run into lean times financially while the countries it reports on have been surging.

Devotees who have seen the magazine's coverage, especially of business, becoming more incisive are fearful of possible changes. But if the move leads to shorter and better subbed articles, it will be an improvement.

Souvenir

Any takers for a used Sputnik satellite, complete with re-entry search-marks? The said curio landed in Paris recently and its business-man owner has put it up for sale by auction on April 23. Maitres Poulain and Le Fur, partners of the auction house Drouot, who will be handling the sale, claim this will be the first time "a space object" has been auctioned.

It might seem a bit expensive, with a starting price of FF400,000 (\$41,237). However, it is quite big - at 2,300 kilos weight and 2.3 metres diameter - and has been used only once. The Photon-type module,

built by the one-time Soviet Progress factory, spent 14 days in orbit in April 1985, doing micro-gravity experiments. It could make quite an impact in the company lobby. A drinks-dispenser perhaps? Present owner Paul Auzouze bought it legally from the Soviet Union last October and says he is selling to attract publicity for his company, Flava Cosmos. As the auctioneers point out: "No one can tell the price of a dream."

Breathing easy

How refreshing to find a chief executive bowing out in the peak of fitness and not hanging on to collect his old age pension. Peter Dodd, who has spent over 20 years at the helm of drugs wholesaler UMC and navigated two MMC investigations, always said he would retire at 55. And he has stuck to his word. "As a chief executive you sacrifice most of your outside interests," he said. "If you come across a boss with a decent golf handicap, sell the shares." Perhaps he should also include his own passion for scuba-diving in a list of corporate warning signals. After all, he was submerged in the Caribbean when the MMC cleared his company and AMO cleared Lloyd's Chemists to relaunch bids for Macarthy. Having retired from that battle, Dodd now plans to spend more of his time under water.

Speechless

An unexpected visitor turns up in heaven. St Peter asks for some identification. The new arrival is a little taken aback, and insists that he is who he says he is. St Peter is still not sure. Suddenly, the new arrival sports someone he knows. "I'm sure that's Mrs Thatcher over there - she'll be able to vouch for me." Non-plussed, St Peter replies: "That's not Mrs Thatcher, that's God."

WORLD NATURAL RESOURCES PORTFOLIO
Société d'Investissement à Capital Variable
Registered office: 2, Boulevard Royal L-2953 Luxembourg
R.C. Luxembourg B 27276

The shareholders are hereby convened to attend a second

EXTRAORDINARY GENERAL MEETING

to be held on 6th April, 1992 at 3 p.m., at the offices of the Transfer Agent BANQUE INTERNATIONALE A LUXEMBOURG S.A., 89, rue d'Esch in Luxembourg, with the following agenda:

To approve the merger of WORLD NATURAL RESOURCES PORTFOLIO (the "Company") with MERRILL LYNCH MULTINATIONAL INVESTMENT PORTFOLIOS - EQUITY/CONVERTIBLE SERIES, a Luxembourg société d'investissement à capital variable with its registered office at 2, Boulevard Royal, L-2953 Luxembourg (the "Merrill Lynch Portfolio"), and to amend the Memorandum of Association of the Company to reflect the merger.

(1) the report of the Directors of the Company in relation to the merger proposal (the "Merger Proposal") published in the *Mémorial, Recueil Spécial des Sociétés et Associations* in Luxembourg and deposited with the Chamber of the District Court in Luxembourg; and

(2) the audit report prescribed by Article 266 of the Luxembourg law on commercial companies;

(3) to approve and ratify the Merger Proposal;

(4) to accept the issue without charge of shares without par value of the same class A or class B corresponding to the Natural Resources Portfolio (the "New Shares") in exchange for the contribution of all assets and liabilities of the Company, as an item price corresponding to the audited net asset value per share of the same class of the Company as of the last Valuation Date thereof preceding the Effective Date, as defined in the Merger Proposal;

(5) to accept the allocation of one New Share against one former share of the same class of the Company, in registered form to the shareholders of the Company (including some fractional entitlements);

(6) to decide that, as a result of the merger, the Company shall be wound up and all its former shares in issue be cancelled, on the basis that all assets and liabilities of the Company shall be deemed to be transferred to the Fund, all as of the Effective Date.

Due to the fact that a first meeting held on March 16, 1992 did not reach a quorum, there is no quorum requirement at the second general meeting at which the resolutions shall be passed at a majority of 2/3 of the shares present or represented.

The following documents shall be at the disposal of the shareholders of the Company for inspection and copies thereof may be obtained, free of charge, from the Transfer Agent at 69, rue d'Esch, L-1470 Luxembourg:

(i) the text of the Merger Proposal;

(ii) the prospectus of the Fund;

(iii) the audited annual accounts at November 30, 1989, 1990 and 1991 of the Company;

(iv) the audited annual accounts of the Fund at 31st May, 1989, 1990 and 1991 and its semi-annual accounts at November 30, 1991;

(v) the report of the Directors of the Company;

(vi) the reports of the special auditors of the Company and of the Fund on the Merger Proposal.

The Board of Directors

Sending money across the European Community is an experience calculated to remind consumers that they still live in a patchwork of national economies and banking systems rather than a truly integrated market.

While cash machines and credit cards have made it possible to obtain cash in seconds virtually anywhere in the EC, sending money is a different matter. Most methods are liable to take days and are only available at a charge of anything from 55 to 230.

The contrast with the cheap, rapid, and reliable money transmission services which the domestic banking systems of most European countries now offer consumers is glaring.

In the summer of 1990, the European Commission challenged the banks and published a preliminary discussion document about ways of providing cheaper and more efficient cross-border money transfers. A refined version of that document should be published on Wednesday, the fruit of several months' research by two working groups.

The Commission stresses that this is not a "bank-bashing exercise". Indeed, directors of retail banks and national central banks are well represented on the working groups. But officials expect resistance from the banking community, which they may decide to combat with a more forceful approach, perhaps by imposing legislation and investigating possible excessive charges.

The impetus for improving the system comes from the imminent arrival of the single market. "There's not much point in telling people they can sell and buy across borders if it takes a week to get their money," says one Brussels official.

The Commission estimates that some 200m separate cross-border transactions of less than Ecu2,500 (\$1,777) are made annually, a figure bound to increase when EC trade barriers come down on January 1, 1993. The fee for each payment varies between Ecu7 and Ecu40 (\$28.44) depending on the urgency of the transfer, and whether the sender wants to pay the receiving bank's fees.

According to the Commission's conservative estimates, that means it costs the client about 20 times more to make a payment across EC borders than it does to make a similar domestic transfer. But reliable statistics on volume, costs and fees are hard to obtain. To an extent, the Commission has had to fall back on anecdotal evidence.

"We hear a sufficient number of stories about serious people taking thousands of pounds or francs in notes

Cash without tears, across EC frontiers

David Barchard and Andrew Hill on improving the system of European cross-border money transfers



across frontiers (to avoid transfer fees) to suggest there is a certain volume of demand which is not being fulfilled," says one official.

According to the Commission, many small businesses, both buyers and sellers, abandon attempts to trade across borders rather than have their margins eroded by banking fees. The smaller the transaction, the worse the problem: among the most vociferous critics of the current situation are specialist publishers, used to sending one or two books to other EC clients who incur transfer fees out of proportion to their small bills.

The banks argue that harmonisation of systems should wait until the EC introduces a single currency towards the end of the decade, eliminating the need for the costly clearing of foreign currency. But Commission officials are sceptical about this argument. They point out that banks in Belgium and Luxembourg still charge each other's clients as though they are making cross-border payments, even though the two countries have enjoyed the benefits of currency union for some 70 years. In any case, they believe currency exchange and telephone charges make up a much smaller proportion of the fee to the customer than the administrative commission charged by the sender's bank and the correspondent branch.

The Commission's ideal solution would be to link the automated clearing houses (ACH) - the inter-bank cheque-processing centres - in each EC country, and turn them into a single system. But there are obstacles. The cost is high, the technological difficulties daunting and inter-bank clearing arrangements vary. Mr Bert Morris, chief executive, support services, at National Westminster and chairman of BACS, the British inter-bank automated bulk clearing system, says: "You have to bear in mind that not everyone in Europe wants ACH linkages; the French and Germans in particular are wary of this approach. We may well end up with a basket of measures to meet different needs." If the banks cannot provide a system of easy cross-border transfers, several other financial institutions are eager to do so. Both Visa International, which operates a wide variety of clearing and payment systems as well as its credit cards, and American Express, have put forward proposals to the Commission.

"We are talking about a cross-border money transfer market which is probably around £25bn a year. It is a lot

larger than the European travellers' cheque market which is around £20bn," says Mr Patrick Bowden, assistant general manager at Visa's European headquarters in London.

Visa envisages building a network with banks from France, Belgium, Spain, Italy, the UK and Scandinavia which would enable sums of money to be sent through the Visa system, with price and delivery times guaranteed in advance.

The principal American Express offering appears to be the Moneygram. This system telegrams money across borders within minutes, but it is fairly expensive - a money order costs a minimum of \$35. Distribution outlets could be broadened to include, for example, post offices.

One snag for both Visa and American Express is that the large banks in some European countries, particularly Germany, view them as American interlopers and are deeply suspicious of them.

Not that the banks are unaware of the cross-border payment market. Some already offer limited services aimed at customers who need to make or receive regular payments across frontiers: pensioners or migrant workers.

Other banks have combined into groups to offer their customers branch services in

other EC countries. One such system is IBOS, established by Royal Bank of Scotland, Banco Santander in Spain, Banco de Comercio y Industria of Portugal and Credit & Commerce de France. Another has been set up by Britain's Lloyds Bank working with Credit Agricole in France, Banco Ambrosiano Veneto in Italy, Bayerische Vereinsbank in Germany, Rabobank Nederland in the Netherlands, and Banco Bilbao Vizcaya in Spain.

The Commission has welcomed such initiatives, but it is convinced of the need for a basic "safety net" standard, which all customers could rely on without having to bank with a particular group or own a certain credit card. The Commission's document will make recommendations, including:

- A "consumer's charter" to ensure that consumers know their rights. When making a cross-border payment the client should be told how it is done, how much it costs, and how long it will take. In addition, the sender should pay all the fees, including those of the correspondent bank;

- A right of redress through a national banking regulator if there are problems;

- Improvement of cross-border links between national domestic clearing systems. Some southern member states may need grants to improve their domestic payment systems - perhaps from EC funds set aside for improving trans-European networks;

- A minimum threshold - probably Ecu10,000 per transaction - below which national authorities will be unable to insist on cross-border transfers being notified to central banks, a practice which adds to costs in countries such as Portugal and Greece.

According to one Brussels official, the earliest for improving the system are the commercial advantages of being first into the growing market, and the promise of central funding. The stick is the threat of legislation.

If legislation proves necessary, the Commission is wary of interfering in commercial policy decisions - will not force the banks to build an expensive infrastructure. Instead, Sir Leon Brittan, the commissioner responsible for competition and financial services, would probably lay down certain firm legislative criteria, applying the same consumer standards to cross-border payments as to domestic banking. So far, Brussels has been generally impressed by the banks' response to its gentle pressure. But if the same groups fail to improve their performance, the indications are that bank-bashing will begin in earnest.

Joe Rogaly

Major's best bet



The Conservatives have not had a good week. There is one sure-fire argument in favour of re-electing them, and so far they have failed to get it across. Sure-fire? Sure. What would win the election for Mr John Major would be a general belief that Labour cannot be trusted - not on taxation, not with management of the market economy, and not on the ground of general competence.

We have no need to spend long hours discussing whether this proposition is sound. To do so would be to engage in what Mr Christopher Patten, the Conservative party chairman, refers to when pursued with awkward questions as "Socratic discourse". Soundness is not the issue. What matters is what people perceive. Do floating voters in marginal constituencies think that Labour can be trusted, or do they not?

The story of the first week of this election is that Labour has - so far successfully - positioned itself to be given the benefit of the doubt. It may have done so unfairly, or on specious grounds, but that is beside the point. Judgments of the nature of its methods will vary according to political taste. The unpleasant fact with which the Tories have to wrestle is that many uncommitted voters remain to be persuaded that Mr Neil Kinnock is a red-blooded wild and woolly socialist under that smart dark-blue suit.

It may turn out to be difficult to win great numbers of non-Conservatives over to such a view. Even ministers fighting with the desperation born of fear of the loss of office will find it an uphill struggle. For the Tories have only three weeks in which to sell their inherently negative message. The opposition has spent three years burying its unmentionable past - or nine if you date the beginning of the turnaround from 1983, as some do. The precise year is not important. Mr Kinnock never had a chance of winning while memories of the abysmal performance of the Labour governments of 1974-79 were fresh. These

unpalatable recollections are now stale; younger voters regard them as history.

Labour has not merely waited for time and the leftist ascendancy over its affairs to pass. It has used its years with some skill. It has concentrated on making itself look unfrightening to voters. This has been its principal objective, to the exclusion of almost everything else. Policies the electorate found repellent have been abandoned. The language of one revisionist programme after another has been refined. The latest political broadcast conveys patriotism and conservative virtue. A formerly angry party whose historic roots are buried deep in the old unionised working class has dressed itself in the raiment of the middle classes. Mr Michael Foot's duffle coat has been hung up; in its place is the dress-code of senior management.

Mr Patten and his colleagues have striven to tear

at the seams of Labour's natural distrust of Labour - a mistrust that, in spite of Mr Kinnock's efforts, has been suppressed, not obliterated. If the Tories' knocking copy gathers strength from repetition, Mr Smith's achievement in selling his budget on Monday may turn out to be short-lived. In these circumstances the trend in the opinion polls, which has favoured Labour this week, would be reversed. Mr Major's mistake in getting himself into a position in which he was obliged to call an election in mid-recession would quickly be forgotten.

Another, less happy, possibility exists. Labour's calculations of the number of gainers from its proto-budget may be accepted by most voters. Then every Tory mention of Labour's plans will be an advertisement for Labour. That happened with the National Health Service. The government's NHS policy is right, but it will never be believed and therefore it is always tactically wrong to mention it. Taxation is a Tory issue, but on the polling evidence so far, exploiting it has not worked to the government's advantage. It had better start doing so soon, if Mr Major is to be saved.

Labour has positioned itself to be given the benefit of the doubt

all this away, to reveal what they honestly believe to be the clumsy, grasping, egotistical, tax-grabbing monster beneath. They made the attempt again yesterday morning, with an attack on the cunning budget presented by Mr John Smith on Monday. This, it was argued by the prime minister, the chancellor and the employment secretary, would increase taxation for the middle classes, and add to unemployment. That was not all. It was also incompetent. "This is not just a mock budget," said Mr Major, speaking election-day, "it's a mockery of a budget."

I asked Mr Patten whether this line of attack would continue. The reply was a robust affirmative. The manifesto issued by Labour on Wednesday would be fully costed. The message would be driven home. Yesterday was not, however, the day for it. The unemployment figures and the news of the marital difficulties of the Duchess of York stole the headlines. Thus did

LETTERS

UK and US suffer same problems but politicians not addressing them

From Prof Jeremy J Siegel.

Sir, In your editorial, "An election that matters" (March 10), you state that neither the Tories nor Labour is talking about Britain's most trenchant problems, specifically "... a disastrous secondary education system; local government, which has lost its independent fiscal base and its sense of purpose; and a labour market, battered by legal change and economic boom and bust, still failing to train enough skilled workers."

For a moment I was sure I was reading about the US! It is striking that the nub of our two countries' challenges could be so similar, yet our presidential candidates avoid discussing these very same issues.

Certainly one could assert that Britain is now suffering the same plight as the US because Margaret Thatcher, an ideological soul mate to Ronald Reagan, allowed these problems to fester during her 12-year reign.

But I believe the source of our common problems runs much deeper. The easy transference of technology and production to the populated "third world" countries means that

the return to manual ("blue collar") labour is declining and will inevitably fall further. The 30 years which followed the Second World War brought unprecedentedly high wages to US labour, but that was because the US was the only working economy after the war. Now that the rest of the world, teeming with unskilled labour, is eager to join in this prosperity, unskilled wages will decline.

In the US, low-skilled government workers, who constitute the only growing union movement, are trying to maintain their own wages despite the decline in those of their fellow workers in the private sector. The cities are caught in a squeeze trying to cope simultaneously with the demands of unions and the lower classes who are increasingly alienated and unprepared for the changing demands of the workplace.

Public education shoulders much blame because it lacks the structure to teach new skills and offer a fresh vision of the future. In the US too many students are expected to go to college and acquire a "diploma", often emerging untrained for the jobs available in areas of expanding employment, such as computers, health care and skilled trades.

The changing demands on the workforce will eventually affect all other industrialised nations. Continental Europe's economy appears ready to follow Britain's and the US's into a recession. Many of their cities show some of the same deterioration as those in America, as swarms of immigrants, attempting to take advantage of western Europe's higher living standards, are not being integrated into society. Even Japan, which deals with a

totally homogeneous population, is battered by scandal in government, a real estate collapse that swells the unemployment rate, and the loss of manufacturing jobs to the new Asian markets.

The responses to these challenges are not easy, but no politician is talking about them. The world would be infinitely richer if we allowed free trade among nations and heavily supported and/or restrained those who lost their jobs as a result. Furthermore, the educational system must be revamped so that job preparation, as well as general education, becomes a primary goal. The future can be bright for America and the rest of the world if the common nature of many of our problems is confronted directly, rather than lost in meaningless rhetoric of "middle class tax cuts", "capital gains", or "Buy American". Yes, this election matters - but not about matters currently debated by the world's politicians.

Jeremy J Siegel, professor of finance, Wharton School of the University of Pennsylvania, Philadelphia PA 19104-630, US

Political parties wasting money with poster advertising approach

From Mr Chris King.

Sir, It is evident from reading David Owen's article (Management, Marketing and Advertising, March 12) on the scramble for poster sites by the political parties that much time, effort and money goes into this operation. What a pity most of it is totally wasted.

In our own independent research, most political poster advertising misses the mark, with only 8 per cent of the audience reading specific electioneering. This is not surprising as much of this advertising breaks the rules of effective communication.

Let us use Castlemaine XXXX as an example, as this brand is featured in Owen's article. First, if a selling message from Castlemaine basically said that Fosters lager tasted like XXXX, it would not fall foul of the regulatory bodies but would carry no persuasive selling power whatsoever. Yet this is the basic tenet of all the political ads from Labour and Tory alike.

Second, if the poster had the word "Fosters" in 3 feet high letters and "Castlemaine" in 1 foot letters, it would be no sur-

prise to find most people thinking the ad is for Fosters not Castlemaine. Look again at political ads - everyone's so keen to bash the opposition, they've forgotten the basics of branded communication.

The net effect of all this is further to exacerbate a cynical electorate. If parties are so keen to spend millions of pounds on ineffective advertising, how will they spend the cash in the nation's coffers?

Chris King, board account director, Reay Keating Blamer, 65-66 Frith Street, London W1V 5TA

Freedom of choice is important element of UK pension system

From Mr John Craddock.

Sir, As providers of both final salary and money purchase schemes, including personal pensions, my company has no need to take sides over their rival merits. Our views are therefore likely to be more balanced than Philip Chappell's (Personal View, March 13).

Each method has considerable merits and can deliver substantial pensions. Equally, each has shortcomings when compared with the other. With money purchase, for example, the pension you retire on cannot be finally known until the

day you retire - a disconcerting thought if you have fastened on a particular proportion of final pay as the pension you want. Final salary safely delivers certainty, assuming no Maxwell rerun, but the uncertainty of money purchase might mean a better than expected pension, not worse.

Final pay can be criticised for its cross-subsidies. But these do not work uniformly from leavers to stayers, young to old, or low paid to high paid. They can, and frequently do, operate by means of enhanced benefits, for example, for ordinary employees who are forced into retirement by ill-health or redundancy. A strict money purchase approach could not manage such treatment.

The important element in today's pension system is the genuine freedom of choice for employers and their employees to exercise over which pensions route to follow.

John Craddock, managing director, (life and pensions), Legal & General House, Kingswood, Tadworth, Surrey KT20 8EU

Unfair gastronomic comparison

From Mr S P Harrison.

Sir, Your Observer column ("Indigestion", March 3) is unfair to say that 3-star Michelin restaurants cost "an arm and a leg". They are not unreasonably priced relative to two,

one or even some unstarred restaurants and certainly not compared with many London restaurants.

For the French, eating out is not a luxury. An evening at the opera is now more expensive. Sometimes the wine is overpriced but rarely the food.

Barrington, Residence Les Iris, 1115 Vallières, Switzerland

BOSS
HUGO BOSS

Let us use Castlemaine XXXX as an example, as this brand is featured in Owen's article. First, if a selling message from Castlemaine basically said that Fosters lager tasted like XXXX, it would not fall foul of the regulatory bodies but would carry no persuasive selling power whatsoever. Yet this is the basic tenet of all the political ads from Labour and Tory alike.

Second, if the poster had the word "Fosters" in 3 feet high letters and "Castlemaine" in 1 foot letters, it would be no sur-

FINANCIAL TIMES

Friday March 20 1992

60 YEARS OF
WORLD LEADERSHIP
Perkins
Diesel engines from 5-1500 bhp.
Perkins Group Headquarters, Tel: 0733 67474.
A business of Vauxhall Corporation VauxhallDemocratic candidate withdraws because of defeats in primaries and shortage of funds
Tsongas backs out of presidential race

By Jurek Martin, US Editor, in Washington

MR PAUL TSONGAS yesterday ended his attempt to become the US Democratic party's presidential nominee.

The withdrawal of the former senator from Massachusetts means that both the Democratic and Republican fields have been reduced to a clear frontrunner and a dissident outsider, with no other contender apparently in sight.

Mr Tsongas, the first in either party formally to declare a candidacy nearly a year ago, gave up because he was beaten in recent primary contests, mostly by Governor Bill Clinton of Arkansas, and because political money is not attracted

to losers. Defeats in Michigan and Illinois on Tuesday were the writing on the wall and Mr Tsongas's dog-tired interviews after those primaries showed he knew it.

He planned an afternoon announcement in Boston but his staff said he would not immediately endorse either of the remaining candidates, Mr Clinton or Mr Jerry Brown, the former governor of California.

Logically, Mr Clinton should be the principal beneficiary of Mr Tsongas's withdrawal, because the policy gap between them is much narrower than that between Mr Tsongas and Mr Brown. This should show

up in next week's Connecticut primary, where Mr Tsongas, from a neighbouring state, might have done well.

However, Mr Tsongas has repeatedly said he would not be Mr Clinton's running mate because they disagree profoundly on key aspects of economic policy, particularly Mr Clinton's advocacy of a middle-class tax cut. Recent exchanges between the two have also been bitter. There may not, therefore, be an instant rush of support to Mr Clinton.

Mr Tsongas leaves the contest with honour, having made some cogent points, especially on economic policy. He also

claims that he showed the way to other Democrats, ignoring the obvious handicap of being another Greek from Massachusetts, like 1988 presidential contender Mr Michael Dukakis, he took on the president when Mr Bush, in the aftermath of the Gulf war, appeared unassailable. Now Mr Bush's rating is more like 40 per cent and his re-election far from assured.

Mr Tsongas stood on the right of the party. Although a liberal on social issues, he did not promise tax cuts for the individual, but advocated tax breaks for investment in manufacturing, eschewed protectionism, and generally called

for sacrifices in the cause of economic revitalisation.

His appeal, demonstrated not only in his native New England but in Maryland and Delaware, was mostly to the more affluent Democrat, precisely the sort of constituency that in the last three elections has deserted the party.

This proved more effective than the conventionally rooted campaigns of Senators Tom Harkin of Iowa and Bob Kerrey of Nebraska - who both sought the backing of organised labour - but was no match for Mr Clinton's broad-based approach and infinitely superior organisation.

Working assumptions
for the polls

The only consolation for the government in yesterday's unemployment figures is that they could have been worse. A monthly rise of 42,000 is broadly in line with the average for the previous three months, so at least the trend is not accelerating. That said, the Tories will not have been helped in marginal constituencies by the regional breakdown. The south-east and the Midlands accounted for nearly 90 per cent of the total monthly increase.

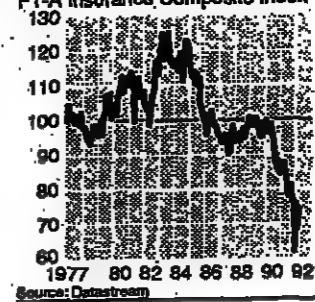
A more general worry is the way in which average earnings continue to grow by more than 7 per cent despite the decline in inflation and continuing announcements of large-scale layoffs. This may reflect the continuing impact of high pay awards last spring, in which case one could expect the figure to drop fairly quickly. It may also be that redundancies have been concentrated among lower-paid workers, pushing up the average pay of those that remain. That might in turn explain why so little of what ought to be a sharp increase in real wages is finding its way into extra spending in the high street.

Even if the statistics overstate the underlying trend in wage growth, the high reported rate could be especially awkward for Labour if it wins the election. It leaves less ground for resisting catch-up demands from public-sector employees. That would put a further strain on Mr John Smith's budget, whose £28bn borrowing requirement for 1992-93 already looks less than convincing.

FT-SE Index 2,467.8 (+2.9)

Guardian Royal Exchange

Share price relative to the FT-SE Insurance Composite Index



to a £30m tax credit and the 40 per cent dividend cut, the year end solvency ratio of 43 per cent is enough to keep GRE out of the casualty wards.

Given the nature of general insurance risks, the effort to demonstrate an underlying improvement in second-half UK underwriting results is less convincing. At best, things look to be going from worse to bad. Doubts will persist about the quality of GRE's, but a 15 per cent discount to net assets and 7.2 per cent historic yield provide fair value in the short term.

Cable & Wireless Judging by yesterday's 5 per cent fall in Cable & Wireless shares, the market thinks the restructuring announced yesterday for its business service and personal communications network (PCN) divisions appear to make sound commercial sense, even though the accompanying £50m exceptional provision suggests this year's earnings per share will be slightly lower than the 31p reached last year.

Under its chairman, Lord Young, the group has been steadily moving away from the idea that it is a global provider of premium services, partly because competition has forced it to reduce the scope of its ambitions. Arguably, C&W needs a stronger and narrower base from which to compete in the crowded business sector, while yesterday's joint venture with US West in the nascent PCN market both removes a competitor and creates a more powerful threat to cellular operators like Vodafone.

Perhaps understandably, the market was more inclined to the view that this latter

arrangement has scotched the chance of a deal between Mercury and AT&T. It may be that C&W is paying the price for refining its strategy in public, a notion raised first by the on-off talks with AT&T and more recently by the abrupt departure of a senior manager. On balance, investors are probably right to show scepticism until C&W proves it has recovered its poise.

Guinness

Yesterday's fall of more than 2 per cent in Guinness shares suggests that the equity market has still not fully adapted to low inflation. On its own admission, Guinness will find it harder to raise prices in a non-inflationary environment. In nominal terms its profits, which have more than doubled since 1987, will grow more slowly even if they still show a real increase. That might necessitate some adjustment to the rating, especially relative to depressed manufacturing companies with recovery potential. But in its haste to take the point on board, the market appears to have overdone the gloom.

Admittedly, acquisitions in beer and other spirits will gradually reduce the share of high-margin Scotch in the overall business. Margins on spirits rose an underlying 2 percentage points to 33 per cent last year. They cannot continue to widen indefinitely, but there is still room for improvement as consumers move up-market after the recession. Nor does lower inflation mean volume growth has stopped dead in its tracks. There seems no reason why earnings should not advance by, say, 10 per cent in 1992 from last year's 33.8p. The forward multiple of around 15 is not demanding.

Waste Management

The pathfinder prospectus for the flotation of Waste Management International confirms that its US parent has posed a basis for UK investors. Assuming WMI increases its earnings per share by a third this year, its shares will be on a prospective multiple of 25 if priced in the middle of the range suggested by the group's advisers, or 28 at the top of the range. That compares with historic multiples of 19 for Caird after yesterday's results, and 18 for Shanks & McEwan. It is just possible that both valuations are right. The flotation could prove a lively affair all the same.

De Klerk set to quicken pace of political reform

By Michael Holman in Johannesburg

PRESIDENT F.W. de Klerk indicated yesterday that he would quicken the pace of constitutional reform in South Africa.

Mr de Klerk, buoyed by the white electorate's overwhelming endorsement of negotiations with black political leaders, said "a sense of urgency" and "dynamic negotiation" was needed to end any uncertainty about the country's political future.

Echoing the need for rapid progress, Mr Nelson Mandela, the African National Congress president, urged Mr de Klerk to act quickly.

"We sincerely hope, now that Mr de Klerk has got an overwhelming endorsement for his role in the negotiations, that he will now be able to move with speed."

Mr de Klerk, who was speaking in Cape Town after a meeting with Mr Pierre Trudeau, the former Canadian prime minister, declined to put a timetable on the reform process.

"The basis of negotiation is consensus so no one can say how long it will take," said Mr de Klerk. But he made clear that Tuesday's referendum, in which 69 per cent of the white

electorate voted for constitutional talks, had given impetus to the negotiations.

Officials from the government and the ANC believe that an interim government could be in place by the end of the year.

The combination of the size of the "yes" vote in the referendum and the confidence created by the success of the national side in the World Cup cricket tournament in Australia, has left most of white South Africa feeling in better heart than it has for years.

The response from the business community, fearful that sanctions would be reimposed in the event of a "no" vote, has bordered on the euphoric. "Thank you for saying 'yes'," read one company-sponsored full-page advertisement in the country's leading daily newspaper.

A sizeable exception to the rejoicing is represented by the parliamentary caucus of the rightwing Conservative party, for whom the referendum was a disaster.

The caucus met yesterday to consider its strategy in the face of Tuesday's result.

Many observers expect a split in the party, which persuaded 31 per cent of whites to oppose reform - well below their expectations.

Some Conservative MPs believe the party should now participate in constitutional



Nelson Mandela greets children on his arrival in Cape Town yesterday at the start of a four day tour of the area. He is the victim of his own reform.

"Mr de Klerk is negotiating his own government out of power," said Mr Treurnicht.

US group to quit silicone implant business

By Alan Friedman in New York

DOW CORNING, the world's largest maker of silicone breast implants, yesterday announced plans to withdraw from the business, which has been plagued by political controversy, lawsuits and congressional investigations.

The Michigan-based company, a 50-50 joint venture between Dow Chemical and Corning, also said it would set up a \$10m fund for research and would offer up to \$1,200 to women wishing to have the implants surgically removed.

In abandoning the market, Dow Corning follows two other companies that have done the same. Bristol-Myers Squibb stopped making a different type of implant last April and Bioplasty withdrew last week. Two small US companies, Mentor and McGhan Medical, remain in the market.

The US Food and Drug Administration (FDA) placed a moratorium on silicone implant sales in January after questions were raised about the product's safety. Internal Dow Corning memos were released that are alleged to show negligence by the company, a charge it denies.

An FDA ruling next month may place tight restrictions on the future sale of the implants, some 80 per cent of which are used by women desiring cosmetic surgery.

Dow Corning's decision none the less seems likely to spell the effective phasing out of the US implant industry and could yet lead to some of the largest product liability claims in recent history.

The company estimated that about 750,000 women around the world have Dow Corning implants, which were first introduced in 1962. The number of women in the US is around 450,000.

Depending upon how many women wish to take advantage of Dow Corning's offer of \$1,200 for surgical removal, the company could face costs of \$900m or more. But Dow Corning stressed that it would only reimburse women who could not otherwise afford the surgery and whose doctors stated the procedure was medically needed. It has not decided how it will help women outside the US pay for the removal of unwanted implants.

Dow Corning took a \$25m charge in the fourth quarter of 1991 to cover legal and other costs related to the implant controversy. It disclosed last week that it has \$250m of insurance to cover potential legal costs. But analysts say that the hundreds of lawsuits outstanding could create a potential liability of more than \$1bn - quite apart from the costs related to surgical removal.

Mr Keith McKennon, the Dow Corning chairman who was named last month in a shake-up caused by the growing public furor in the US, insisted yesterday the decision for abandoning production of the implants was not related to the issue of safety, but rather reflected "the existing condition of the marketplace."

Dow Corning sought to play down the financial impact of its decision, saying that implants contribute less than 1 per cent of its annual \$23m revenues.

Japan cuts limit on cars for US

Continued from Page 1

Fiscal 1991 exports, or to reduce it below that. We've known none of them can be satisfying enough for everybody concerned.

Mr Watanabe acknowledged that the ceiling may have to be abandoned depending on the outcome of the General Agreement on Tariffs and Trade negotiations, where efforts are being made to ban all "grey area" trade controls.

But he argued that the voluntary trade restraint would promote free trade by giving breathing space to allow a recovery at General Motors, Ford, and Chrysler in the US.

The Japanese car companies yesterday greeted the new ceiling with resignation, saying it was unavoidable in the current political climate.

Tokyo announces decline in output

Continued from Page 1

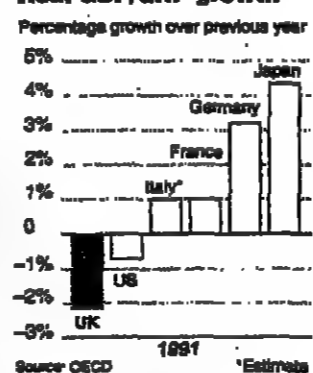
However, bankers and industrialists, who for weeks have been calling for further interest rate cuts, will seize on yesterday's figures.

Mr Yoh Kurosawa, president of the Industrial Bank of Japan, said that although businessmen's gloom was exaggerated, Japan needed an interest rate cut to boost confidence and revive the stock market. He added, however: "This is not a structural recession but a cyclical one."

According to the EPA, consumption was weak, held back by lower year-end bonuses and a decline in confidence. It grew just 0.4 per cent.

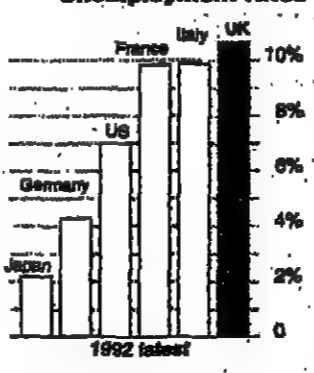
Private investment (excluding housing) declined but only by 2.5 per cent - less than expected and a sign of continuing

Real GDP/GNP growth



ling resilience in the economy. On a year-on-year basis, the economy grew 3.2 per cent, including a 2 per cent rise in domestic demand and a 1.2 per cent rise in net exports.

Unemployment rates



For 1991 as a whole, the economy grew by a robust 4.5 per cent, due to strong growth early in the year. Domestic demand rose 3 per cent and net exports by 1.4 per cent.

UK jobless figures jolt Conservatives

Continued from Page 1

unemployment has increased by 184 per cent over the past two years. In Greater London, it now stands at 10 per cent, above the national average, having more than doubled since January 1990.

To attempt to regain the political initiative, Mr John Major, the prime minister, last night signalled the start of a fierce Conservative onslaught on Labour's tax plans. He also joined in his party's attacks on Mr Kinnoch, arguing that the "question of leadership" was central to the election.

Mr Major began what his cabinet colleagues said marked the beginning of an unrelenting effort to "shred" the shadow budget announced earlier this week by Mr Smith. Mr

Major said Labour planned "the biggest increase in personal tax since the war".

Mr Chris Patten, the Conservative party chairman, signalled that his party would play the "tax card" with a ferocity which would stop Labour in its tracks in the last three weeks of the campaign.

That strategy was reflected in the sharpness of Mr Major's language. Referring to Labour as the party of "envy" and "spite".

Of its plans to abolish the salary ceiling on National Insurance Contributions and increase the top rate of income tax from 40 per cent to 50 per cent, he said: "No one at any stage in the history of Britain has launched such an onslaught on the security of hard-working middle income

families".

Yesterday's economic news was not as bad as "black Thursday" a month ago, when news of the big jump in January unemployment coincided with a sharp rise in house repossession and a significant fall in manufacturing investment.

But other official figures released yesterday underlined the severity of the British recession.

The Central Statistical Office reported that output by the service sector, which accounts for three fifths of the economy and includes retailing, transport and government services such as education, fell by a record 1.6 per cent last year.

Investment by industrial and commercial companies,

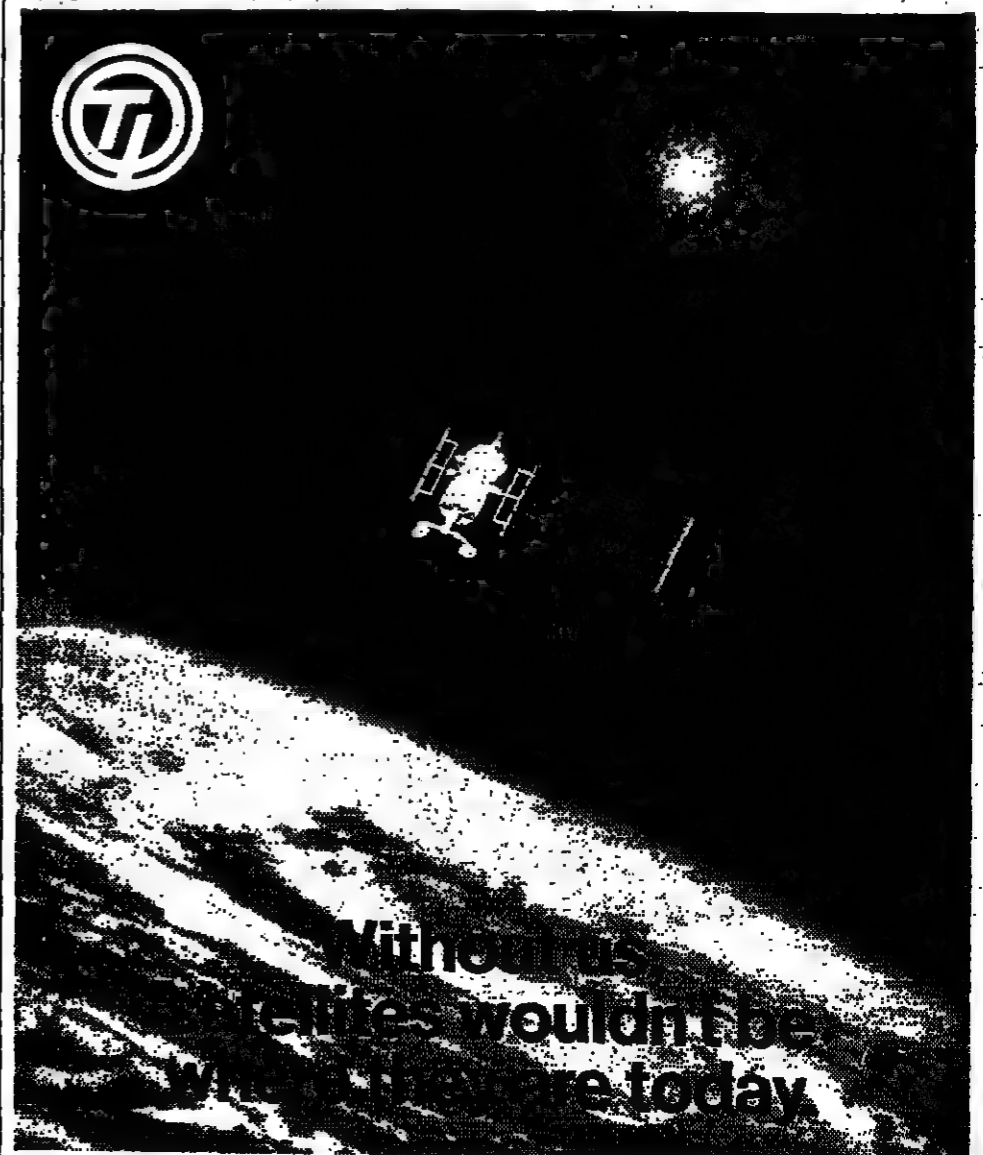
excluding electricity, fell 16 per cent last year - the highest figure since records began in 1963.

Gross trading profits by industrial and commercial companies, leaving aside oil and electricity, fell more sharply in 1991 than at any time in the previous 17 years.

The FT Election Share Index of politically sensitive shares yesterday again swung towards stocks that might gain from a Labour victory.

The "Labour gains" section of the index rose strongly, to 99.5, less than half a percentage point below the level at which they started the campaign.

"Conservative gainers" dropped again, to 95.5, some 4½ percentage points below their announcement-day level.



Titelux, a TI Group company, has been providing the critical solutions to the highly specialised, high technology requirements of the aerospace industry for many years. Their cooling and gas circuits, helium filler hoses, hot air transfer and hydraulic hose systems are vital components on the Ariane rockets which regularly launch TV and radio broadcast, communications and other satellites into earth orbit.

Without them, we wouldn't get the message.

TI Group

We get the critical answers right

For further information about the TI Group contact the Departments of Public Affairs, TI Group plc, Leamington Spa, Warwickshire CV34 6EF, UK. Tel: 01922 414141.

WORLDWIDE WEATHER

City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud	City	Temp	Wind	Cloud
Adelaide	15	10	Partly	Amsterdam	10	15	Cloudy	Antwerp	10	15	Cloudy	Athens	15	10	Partly	Bangkok	25	10	Partly
Batavia	25	10	Partly	Bombay	25	10	Partly	Buenos Aires	15	10	Partly	Calcutta	25	10	Partly	Cairo	20	10	Partly
Cardiff	10	10	Partly	Chennai	25	10	Partly	Copenhagen	10	10	Partly	Dublin	10	10	Partly	Edinburgh	10	10	Partly
Geneva	10	10	Partly	Hong Kong	25	10	Partly	London	10	10	Partly	Los Angeles	15	10	Partly	Lyons	10	10	Partly
Madrid	15	10	Partly	Manila	25	10	Partly	Moscow	10	10	Partly	Mumbai	25	10	Partly	New Delhi	25	10	Partly
New York	15	10	Partly	Osaka	25	10	Partly	Paris	10	10	Partly	Perth	15	10	Partly	Rangoon	25	10	Partly
San Francisco	15	10	Partly	Singapore	25	10	Partly	Stockholm	10	10	Partly	Taipei	25	10	Partly	Tokyo	15	10	Partly
Yokohama	15	10	Partly																

Temperatures at midday yesterday. C-Celsius. D-Drizzle. F-Fair. Fg-Fog. H-Hail. R-Rain. S-Sunny. St-Storm. T-Thunder.

INTERNATIONAL COMPANIES AND FINANCE

Guinness ahead 13% but shares fall on warning

By Philip Rawstorne in London

GUINNESS, the UK-based international drinks group, matched market expectations yesterday with a 13 per cent increase in 1991 pre-tax profits to £966m (£1.65bn) from £847m.

Mr Anthony Tennant, chairman, said further "acceptable growth in profits" should be achieved this year, and industry analysts are forecasting a 12 per cent rise to about £1.07bn.

However, the company's shares closed 14p down at 566p on Mr Tennant's warning that trading conditions were likely to be no easier than last year.

"There seems to be little prospect of a speedy end to the recession in several major markets, notably the UK and North America," he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

Volumes were constrained by economic conditions in the US, UK and Australia, but the group's established premium brands, notably the UK and North America, he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

Volumes were constrained by economic conditions in the US, UK and Australia, but the group's established premium brands, notably the UK and North America, he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

Volumes were constrained by economic conditions in the US, UK and Australia, but the group's established premium brands, notably the UK and North America, he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

Volumes were constrained by economic conditions in the US, UK and Australia, but the group's established premium brands, notably the UK and North America, he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

Volumes were constrained by economic conditions in the US, UK and Australia, but the group's established premium brands, notably the UK and North America, he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

Volumes were constrained by economic conditions in the US, UK and Australia, but the group's established premium brands, notably the UK and North America, he said.

Group trading profit improved 19 per cent last year from £837m to £995m on turnover up 16 per cent at £4.07bn.

Guinness's 24 per cent stake in LVMH, the French drinks and luxury goods group, contributed additional profits of £123m.

Diluted earnings per share increased 15 per cent to 33.6p. The dividend is raised 15 per cent with a 7.75p final payment making a total 10.2p.

Guinness spent £261m on acquisitions during the year, notably Cruzcampo and Union Carveira, the Spanish brewers; Asbach, the German brandy; and Pampero, the Venezuelan spirits company. In spirits, acquisitions contributed £299m to turnover, up 13 per cent to £3.46bn; and £37m to profits, 12 per cent higher at £749m.

China stays neutral on Midland HK deal

By Simon Davies in Hong Kong and Alexander Nicoll in London

CHINA indicated yesterday that it would not raise serious objections to Hongkong and Shanghai Bank's proposed takeover of Midland Bank.

A statement issued in Hong Kong by an unofficial mouthpiece for the Beijing government allayed fears that the Chinese authorities would see Hongkong Bank's move as desertion of the territory ahead of China assuming sovereignty in 1997.

The Hong Kong branch of the China News Service, an unofficial Chinese news agency which has close ties to Beijing and usually reflects the official line, said the merger was a means of switching the assets of the colony's quasi-central bank out of Hong Kong. But it also said the move by Hongkong Bank to merge with Midland Bank represented a sound commercial strategy for the long term due to the limited potential business growth in Hong Kong.

The China News Service statement added that the proposals reflected "the group's strategy of vigorously expanding their overseas business".

The double-edged response was interpreted as neutral and reflecting an apparent decision by the Chinese government to adopt a wait-and-see attitude towards the proposed merger, which will substantially dilute the impact of earnings in Hong Kong on the enlarged group.

Mr William Purves, Hongkong Bank chairman, kept the Beijing authorities informed of the bank's plans and has emphasised its long-term commitment to the territory. This appears to have lessened the likelihood of any negative official reaction.

Hongkong Bank's role in the colony is sensitive because it performs some of the functions of a central bank, including issuing banknotes. Its chairman sits on the Executive Council, the government's most important decision-making body. However, the Chinese authorities had previously given tacit approval in 1990 to switch the domicile of its holding company to London.

The accounts include an extraordinary charge of £41m reflecting the £70m net cost of settling the Argyl Group's claim for compensation arising from the 1986 Distillers takeover, partially offset by the recovery of £29m of the £68m invested in the Ivan Boesky partnership.

Lex, Page 15
LVMH results, Page 21

accounted for £51m of total brewing profits of £244m (£160m) and £283m of the £1.59bn turnover (£1.3bn).

Since 1987, in addition to its £1.1bn stake in LVMH, Guinness has invested £1.5bn in acquisitions. "We believe there will be further opportunities in both beer and spirits," Mr Tennant said.

The group's free cash-flow last year amounted to £182m.

Continental Europe now contributes the largest slice of profits, up from 24 per cent to 30 per cent after last year's acquisitions.

The accounts include an extraordinary charge of £41m reflecting the £70m net cost of settling the Argyl Group's claim for compensation arising from the 1986 Distillers takeover, partially offset by the recovery of £29m of the £68m invested in the Ivan Boesky partnership.

Lex, Page 15
LVMH results, Page 21

accounted for £51m of total brewing profits of £244m (£160m) and £283m of the £1.59bn turnover (£1.3bn).

Since 1987, in addition to its £1.1bn stake in LVMH, Guinness has invested £1.5bn in acquisitions. "We believe there will be further opportunities in both beer and spirits," Mr Tennant said.

The group's free cash-flow last year amounted to £182m.

Continental Europe now contributes the largest slice of profits, up from 24 per cent to 30 per cent after last year's acquisitions.

The accounts include an extraordinary charge of £41m reflecting the £70m net cost of settling the Argyl Group's claim for compensation arising from the 1986 Distillers takeover, partially offset by the recovery of £29m of the £68m invested in the Ivan Boesky partnership.

Lex, Page 15
LVMH results, Page 21

accounted for £51m of total brewing profits of £244m (£160m) and £283m of the £1.59bn turnover (£1.3bn).

Since 1987, in addition to its £1.1bn stake in LVMH, Guinness has invested £1.5bn in acquisitions. "We believe there will be further opportunities in both beer and spirits," Mr Tennant said.

The group's free cash-flow last year amounted to £182m.

Continental Europe now contributes the largest slice of profits, up from 24 per cent to 30 per cent after last year's acquisitions.

The accounts include an extraordinary charge of £41m reflecting the £70m net cost of settling the Argyl Group's claim for compensation arising from the 1986 Distillers takeover, partially offset by the recovery of £29m of the £68m invested in the Ivan Boesky partnership.

Lex, Page 15
LVMH results, Page 21

accounted for £51m of total brewing profits of £244m (£160m) and £283m of the £1.59bn turnover (£1.3bn).

Since 1987, in addition to its £1.1bn stake in LVMH, Guinness has invested £1.5bn in acquisitions. "We believe there will be further opportunities in both beer and spirits," Mr Tennant said.

The group's free cash-flow last year amounted to £182m.

Continental Europe now contributes the largest slice of profits, up from 24 per cent to 30 per cent after last year's acquisitions.

The accounts include an extraordinary charge of £41m reflecting the £70m net cost of settling the Argyl Group's claim for compensation arising from the 1986 Distillers takeover, partially offset by the recovery of £29m of the £68m invested in the Ivan Boesky partnership.

Lex, Page 15
LVMH results, Page 21

accounted for £51m of total brewing profits of £244m (£160m) and £283m of the £1.59bn turnover (£1.3bn).

Since 1987, in addition to its £1.1bn stake in LVMH, Guinness has invested £1.5bn in acquisitions. "We believe there will be further opportunities in both beer and spirits," Mr Tennant said.

The group's free cash-flow last year amounted to £182m.

Continental Europe now contributes the largest slice of profits, up from 24 per cent to 30 per cent after last year's acquisitions.

The accounts include an extraordinary charge of £41m reflecting the £70m net cost of settling the Argyl Group's claim for compensation arising from the 1986 Distillers takeover, partially offset by the recovery of £29m of the £68m invested in the Ivan Boesky partnership.

Lex, Page 15
LVMH results, Page 21

accounted for £51m of total brewing profits of £244m (£160m) and £283m of the £1.59bn turnover (£1.3bn).

Since 1987, in addition to its £1.1bn stake in LVMH, Guinness has invested £1.5bn in acquisitions. "We believe there will be further opportunities in both beer and spirits," Mr Tennant said.

Car division loss grows but Volvo back in black

By John Burton in Stockholm

VOLVO, the Swedish vehicle group, returned a profit (after financial items) of SKr1.5bn for 1991 after incurring a loss of SKr327m in 1990. It is holding the dividend at SKr15.50 a share.

The return to profit was due to income from Volvo's shareholdings in the French vehicle group Renault and the Swedish pharmaceutical and food company Procordia, and the sale of shares in Saga Petroleum, the Norwegian oil company.

Profits after financial items, however, dropped by 28 per cent if restructuring costs of SKr2.4bn are excluded from the 1990 results. There was an operating loss of 1.15bn against a profit of SKr1.57m in 1990.

Car division losses grew to SKr1.7bn from SKr855m. The bus division also had a loss of SKr152m against a profit of SKr67m in 1990, while marine and industrial engines had a deficit of SKr164m against a profit of SKr56m.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

The sale of shares gained deepened in Volvo's main markets. Net earnings from associates totalled SKr1.2bn, once a loss of SKr610m was deducted from Volvo's other corporate holdings, including its stake in Nedcar, the Dutch auto joint venture.

Renault contributed SKr561 to earnings and Procordia SKr1.15bn. Volvo owns 20 per cent of Renault's car division and 45 per cent of the Renault truck group, while it holds 48 per cent of Procordia's voting rights.

BMW pegs payout despite 12.5% gain

By Andrew Fisher in Frankfurt

NET PROFITS of BMW rose last year by 12.5 per cent to DM783m (£475m), but the German luxury car company decided to keep its dividend unchanged at DM12.50 per voting share and DM13.50 for the preference stock.

The Munich-based company gave no further information about its progress in 1991 ahead of its annual press conference on April 1. It has already said that deliveries to customers in 1991 rose by 5 per cent to 533,660 cars and that turnover advanced by 10 per cent to nearly DM30bn.

Much of BMW's improved performance stemmed from the success of the latest generation of its 3-series model, the smallest car in its range. Despite some disruption caused by the changeover to the new model, car production was 6.5 per cent higher at 533,000 units.

BMW is now working on a version of the 3-series to compete with the powerful six-cylinder model at the top of Volkswagen's latest Golf range. The company said nothing about this yesterday, but recently confirmed a statement by Mr Wolfgang Reitzle, BMW's research and development director, that such a car was being planned.

NET PROFITS of BMW rose last year by 12.5 per cent to DM783m (£475m), but the German luxury car company decided to keep its dividend unchanged at DM12.50 per voting share and DM13.50 for the preference stock.

The Munich-based company gave no further information about its progress in 1991 ahead of its annual press conference on April 1. It has already said that deliveries to customers in 1991 rose by 5 per cent to 533,660 cars and that turnover advanced by 10 per cent to nearly DM30bn.

Much of BMW's improved performance stemmed from the success of the latest generation of its 3-series model, the smallest car in its range. Despite some disruption caused by the changeover to the new model, car production was 6.5 per cent higher at 533,000 units.

BMW is now working on a version of the 3-series to compete with the powerful six-cylinder model at the top of Volkswagen's latest Golf range. The company said nothing about this yesterday, but recently confirmed a statement by Mr Wolfgang Reitzle, BMW's research and development director, that such a car was being planned.

NET PROFITS of BMW rose last year by 12.5 per cent to DM783m (£475m), but the German luxury car company decided to keep its dividend unchanged at DM12.50 per voting share and DM13.50 for the preference stock.

The Munich-based company gave no further information about its progress in 1991 ahead of its annual press conference on April 1. It has already said that deliveries to customers in 1991 rose by 5 per cent to 533,660 cars and that turnover advanced by 10 per cent to nearly DM30bn.

Much of BMW's improved performance stemmed from the success of the latest generation of its 3-series model, the smallest car in its range. Despite some disruption caused by the changeover to the new model, car production was 6.5 per cent higher at 533,000 units.

BMW is now working on a version of the 3-series to compete with the powerful six-cylinder model at the top of Volkswagen's latest Golf range. The company said nothing about this yesterday, but recently confirmed a statement by Mr Wolfgang Reitzle, BMW's research and development director, that such a car was being planned.

NET PROFITS of BMW rose last year by 12.5 per cent to DM783m (£475m), but the German luxury car company decided to keep its dividend unchanged at DM12.50 per voting share and DM13.50 for the preference stock.

The Munich-based company gave no further information about its progress in 1991 ahead of its annual press conference on April 1. It has already said that deliveries to customers in 1991 rose by 5 per cent to 533,660 cars and that turnover advanced by 10 per cent to nearly DM30bn.

Much of BMW's improved performance stemmed from the success of the latest generation of its 3-series model, the smallest car in its range. Despite some disruption caused by the changeover to the new model, car production was 6.5 per cent higher at 533,000 units.

BMW is now working on a version of the 3-series to compete with the powerful six-cylinder model at the top of Volkswagen's latest Golf range. The company said nothing about this yesterday, but recently confirmed a statement by Mr Wolfgang Reitzle, BMW's research and development director, that such a car was being planned.

NET PROFITS of BMW rose last year by 12.5 per cent to DM783m (£475m), but the German luxury car company decided to keep its dividend unchanged at DM12.50 per

Smith & Nephew plc 1991 Results

"1991 has been a year in which we have continued to build on our position as a leading worldwide healthcare group."

- Sales up 8% to £792 million
- Pre-tax profit unchanged at £132 million
- Dividends 4.44p, up 2%
- Earnings per share 9.0p
- Well defined product portfolio
- Strengthened balance sheet
- Gearing down to 23% from 31%

"Smith & Nephew begins 1992 with confidence. We have products which are world class and which are supported by strong international marketing and distribution."

"Our objective is to concentrate on a well defined portfolio of products that sell well worldwide. The potential for growth in our major markets is significant."

Eric Kinder
Eric Kinder, Chairman

Smith+Nephew
LEADERSHIP IN WORLDWIDE HEALTHCARE

Prices for securities determined for the purpose of the electricity supply and distribution arrangements in England and Wales, ending at 23.55

12 hour period ending	12 hour period ending	12 hour period ending	12 hour period ending
0200	0400	0600	0800
0800	1000	1200	1400
1400	1600	1800	2000
2000	2200	2400	2600
2600	2800	3000	3200
3200	3400	3600	3800
3800	4000	4200	4400
4400	4600	4800	5000
5000	5200	5400	5600
5600	5800	6000	6200
6200	6400	6600	6800
6800	7000	7200	7400
7400	7600	7800	8000
8000	8200	8400	8600
8600	8800	9000	9200
9200	9400	9600	9800
9800	10000	10200	10400
10400	10600	10800	11000
11000	11200	11400	11600
11600	11800	12000	12200
12200	12400	12600	12800
12800	13000	13200	13400
13400	13600	13800	14000
14000	14200	14400	14600
14600	14800	15000	15200
15200	15400	15600	15800
15800	16000	16200	16400
16400	16600	16800	17000
17000	17200	17400	17600
17600	17800	18000	18200
18200	18400	18600	18800
18800	19000	19200	19400
19400	19600	19800	20000
20000	20200	20400	20600
20600	20800	21000	21200
21200	21400	21600	21800
21800	22000	22200	22400
22400	22600	22800	23000
23000	23200	23400	23600
23600	23800	24000	24200
24200	24400	24600	24800
24800	25000	25200	25400
25400	25600	25800	26000
26000	26200	26400	26600
26600	26800	27000	27200
27200	27400	27600	27800
27800	28000	28200	28400
28400	28600	28800	29000
29000	29200	29400	29600
29600	29800	30000	30200
30200	30400	30600	30800
30800	31000	31200	31400
31400	31600	31800	32000
32000	32200	32400	32600
32600	32800	33000	33200
33200	33400	33600	33800
33800	34000	34200	34400
34400	34600	34800	35000
35000	35200	35400	35600
35600	35800	36000	36200
36200	36400	36600	36800
36800	37000	37200	37400
37400	37600	37800	38000
38000	38200	38400	38600
38600	38800	39000	39200
39200	39400	39600	39800
39800	40000	40200	40400
40400	40600	40800	41000
41000	41200	41400	41600
41600	41800	42000	42200
42200	42400	42600	42800
42800	43000	43200	43400
43400	43600	43800	44000
44000	44200	44400	44600
44600	44800	45000	45200
45200	45400	45600	45800
45800	46000	46200	46400
46400	46600	46800	47000
47000	47200	47400	47600
47600	47800	48000	48200
48200	48400	48600	48800
48800	49000	49200	49400
49400	49600	49800	50000
50000	50200	50400	50600
50600	50800	51000	51200
51200	51400	51600	51800
51800	52000	52200	52400
52400	52600	52800	53000
53000	53200	53400	53600
53600	53800	54000	54200
54200	54400	54600	54800
54800	55000	55200	55400
55400	55600	55800	56000
56000	56200	56400	56600
56600	56800	57000	57200
57200	57400	57600	57800
57800	58000	58200	58400
58400	58600	58800	59000
59000	59200	59400	59600
59600	59800	60000	60200
60200	60400	60600	60800
60800	61000	61200	61400
61400	61600	61800	62000
62000	62200	62400	62600
62600	62800	63000	63200
63200	63400	63600	63800
63800	64000	64200	64400
64400	64600	64800	65000
65000	65200	65400	65600
65600	65800	66000	66200
66200	66400	66600	66800
66800	67000	67200	67400
67400	67600	67800	68000
68000	68200	68400	68600
68600	68800	69000	69200
69200	69400	69600	69800
69800	70000	70200	70400
70400	70600	70800	71000
71000	71200	71400	71600
71600	71800	72000	72200
72200	72400	72600	72800
72800	73000	73200	73400
73400	73600	73800	74000
74000	74200	74400	74600
74600	74800	75000	75200
75200	75400	75600	75800
75800	76000	76200	76400
76400	76600	76800	77000
77000	77200	77400	77600
77600	77800	78000	78200
78200	78400	78600	78800
78800	79000	79200	79400
79400	79600	79800	80000
80000	80200	80400	80600
80600	80800	81000	81200
81200	81400	81600	81800
81800	82000	82200	82400
82400	82600	82800	83000
83000	83200	83400	83600
83600	83800	84000	84200
84200	84400	84600	84800
84800	85000	85200	85400
85400	85600	85800	86000
86000	86200	86400	86600
86600	86800	87000	87200
87200	87400	87600	87800
87800	88000	88200	88400
88400	88600	88800	89000
89000	89200	89400	89600
89600	89800	90000	90200
90200	90400	90600	90800
90800	91000	91200	91400
91400	91600	91800	92000
92000	92200	92400	92600
92600	92800	93000	93200
93200	93400	93600	93800
93800	94000	94200	94400
94400	94600	94800	95000
95000	95200	95400	95600
95600	95800	96000	96200
96200	96400	96600	96800
96800	97000	97200	97400
97400	97600	97800	98000
98000	98200	98400	98600
98600	98800	99000	99200
99200	99400	99600	99800
99800	100000	100200	100400
100400	100600	100800	101000
101000	101200	101400	101600
101600	101800	102000	102200
102200	102400	102600	102800
102800	103000	103200	103400
103400	103600	103800	104000
104000	104200	104400	104600
104600	104800	105000	105200
105200	105400	105600	105800
105800	106000	106200	106400
106400	106600	106800	107000
107000	107200	107400	107600
107600	107800	108000	108200
108200	108400	108600	108800
108800	109000	109200	109400
109400	109600	109800	110000
110000	110200	110400	110600
110600	110800	111000	111200
111200	111400	111600	111800
111800	112000	112200	112400
112400	112600	112800	113000
113000	113200	113400	113600
113600	113800	114000	114200
114200	114400	114600	114800
114800	115000	115200	115400
115400	115600	115800	116000
116000	116200	116400	116600
116600	116800	117000	117200
117200	117400	117600	117800
117800	118000	118200	118400
118400	118600	118800	119000
119000	119200	119400	119600
119600	119800	120000	120200
120200	120400	120600	120800
120800	121000	121200	121400
121400	121600	121800	122000
122000	122200	122400	122600
122600	122800	123000	123200
123200	123400	123600	123800
123800	124000	124200	124400
124400	124600	124800	125000
125000	125200	125400	125600
125600	125800	126000	126200
126200	126400	126600	126800
126800	127000	127200	127400
127400	127600	127800	128000
128000	128200	128400	128600
128600	128800	129000	129200
129200	129400	129600	129800
129800	130000	130200	130400
130400	130600	130800	131000
131000	131200	131400	131600
131600	131800	132000	132200
132200	132400	132600	132800
132800	133000	133200	133400
133400	133600	133800	134000
134000	134200	134400	134600
134600	134800	135000	135200
135200	135400	135600	135800
135800	136000	136200	136400
136400	136600	136800	137000
137000	137200	137400	137600
137600	137800	138000	138200
138200	138400	138600	138800
138800	139000	139200	139400
139400	139600	139800	140000
140000	140200	140400	140600
140600	140800	141000	141200
141200	141400	141600	141800
141800	142000	142200	142400
142400	142600	142800	143000
143000	143200	143400	143600
143600	143800	144000	144200
144200	144400	144600	144800
144800	145000	145200	145400
145400	145600	145800	146000
146000	146200	146400	146600
146600	146800	147000	147200
147200	147400	147600	147800
147800	148000	148200	148400
148400	148600	148800	149000
149000</			

THE WORLD IS FLAT?

MANY GREAT MEN BELIEVED IT...

UK COMPANY NEWS

Figures short of expectations as falling paper prices take their toll

Arjo Wiggins declines to £231.5m

By Paul Abrahams

ARJO Wiggins Appleton, the Franco-British pulp and paper group, yesterday reported pre-tax profits down 10.8 per cent from £258.6m to £231.5m for the year to December 31.

Mr Cob Stenham, chairman, said the result was strong given market conditions and that the underlying strengths of the new group, formed by the merger in 1990 of Arjomari-Prioux and Wiggins Teape Appleton, had become apparent.

However, the results, compared with non-statutory pro forma results of the enlarged group in 1990, were below analysts' expectations. Although sales volumes increased 3 per cent, group turnover was down 4 per cent from £2.6bn to £2.49bn reflecting weak prices. However, the shares rose 13p to 241p.

Most of the profits fall was caused by a £36m decline at the Iberian forestry and pulp operations. A new paper machine at the Iberian Sopor-

cel subsidiary came on stream at a time when demand and prices were already weak, said Mr Stephen Walls, chief executive.

Pulp prices had fallen by a third over the past 12 months, he added. The new Soporcel machine would adversely affect results in 1992, he said. In January, AWA broke off negotiations with South-Africa-based Mondi Paper, part of the Anglo-American group, for the sale of its 42.56 per cent stake in Soporcel.

The group's worldwide forestry and pulp operations fell into a £9.4m loss compared with a profit of £5.7m last year. The group's results were also affected by poor paper demand throughout Europe, said Mr Walls. Demand in Germany and France had slowed, while the UK and Scandinavia remained locked in recession. Profits from the European paper operations fell 5.2 per cent from £141.6m to £134.1m.

However, the North American paper operations performed extremely well, said Mr Walls, with profits up 12 per cent from £22.6m to £25.4m.

The paper merchandising operations reported a 33 per cent fall in profits from £26.8m to £17.9m, a result described by Mr Walls as commendable.

The benefits of the merger had been greater than expected, said Mr Walls. He forecast savings of £15m this year and £25m next. A provision of £17.1m has been added to the original £43.2m put aside to cover the rationalisation of the group following the merger.

The outlook was dependent upon an upturn in the world economy, said Mr Walls. The sector was not out of the woods of overcapacity and low prices. Pulp prices had started to increase, but paper prices had a long way to go until he would feel comfortable. There was still a continuing problem of poor demand, he said.

Earnings per share were 18p (21.5p). The recommended final dividend is again 5.06p, maintaining the total at 8.35p for the year.

COMMENT

AWA came to the market blinding both its qualities as a defensive stock and a progressive dividend policy. Neither has materialised. Last year's results were uninspired, while trading conditions this year look to be increasingly difficult. A strong German market during the first half which boosted the results last year will not be repeated, and the company looks vulnerable to an increase in pulp prices which, given the state of demand for paper, it would have difficulty passing on to customers. With analysts' profits forecasts for next year wavering at about £15m, giving a multiple of 14, the stock looks decidedly dull. A poor defensive stock with limited recovery potential.

C and W moves could save £175m next year

By Michiyo Nakamoto

CABLE AND Wireless is restructuring its business services units and merging its personal communications network business with Unileil, a US-owned operator, in moves that will lead to savings for the group of £175m in the next year.

The UK-based international telecommunications group is, however, making an exceptional charge of £50m in the current year to March 31 to cover the costs of the restructuring.

Shares in C and W dropped sharply on the news before closing down 28p at 555p as investors were disappointed by the prospect of another year of flat earnings. In the year to March 31 1991, C and W reported pre-tax profits of \$60m against \$27m but earnings per share were flat at 31.3p.

The restructuring would provide the foundation for a more focused strategy for C and W's business services activities, an area where it expects to see the greatest competition.

C and W was not interested in building a mega-network around the world but would concentrate on areas where it already has strength. The move was aimed at "clearing the decks for the nineties," said Lord Young, chairman.

The merger of Mercury Personal Communications, a wholly owned C and W subsidiary, with Unileil, a consortium led by US West, a diversified telecommunications company based in Colorado, brings together two of three competing operators of personal communications networks (PCNs).

It highlights the difficult market faced by groups licensed to operate PCNs, a mobile communications system based on digital cellular mobile technology.

PCNs were initially hailed as a low-cost mobile system which could compete against BT's fixed-line telecommunications network.

However, the market for mobile communications has failed to grow according to the industry's initial optimistic forecasts. Mercury acknowledged that with two analogue networks - Vodafone and Celtel - already well established, "it may well be that the market can only support one digital cellular network."

In addition, the costs of installing PCN infrastructure are prohibitively high. Mercury PCN and Unileil had already agreed last July to share the costs of building a new infrastructure for PCNs to reduce costs by about 50%.

A merger would cut costs by approximately a further 25% over the next three years, C and W said.

C and W indicated that it could tie up with Microtel, the only other PCN operator, to share a single network.

Since the UK government awarded licenses in 1989 to three consortia of several companies each to develop and operate PCNs, most have withdrawn from participation leaving only C and W, US West and Hutchinson Telecommunications.

See L2

S&N static at £132m in spite of underlying sales upturn

By Richard Gourlay

SMITH & NEPHEW, the international healthcare and consumer products group, yesterday reported virtually static profits of £132.4m pre-tax for 1991 in spite of a 9 per cent rise in underlying sales.

The group saw particularly strong growth in its trauma and orthopaedic divisions and in orthopaedic implants, which grew by 31 and 29 per cent respectively.

Mr John Robinson, chief executive, said Smith & Nephew had continued to build its position as a world-wide healthcare group which commanded about 15 per cent of a world market worth approximately \$4bn.

Earnings per share slipped from 9.2p to 9p but the company is paying a final dividend of 2.69p, bringing the total for the year to 4.44p, up 2 per cent.

Turnover grew 8 per cent to £792m. The result was achieved despite recession in the UK consumer market, a hit from currency translation that cost £8m and a sharp turn down in the US optical lens business, which cost another £7m.

Mr Robinson said that in the long run Smith & Nephew would be unaffected should a Labour government be returned as its products tended to help save money by shortening a patient's stay in hospital. The company could enjoy a short-term boost after a Labour victory, he said.

Gearing during the year fell from 31 per cent to 23 per cent but the tax rate rose to 27 per cent and is likely to be 29 per cent this year.

COMMENT

S&N is in some exciting growth markets, particularly orthopaedics and non-invasive orthopaedic implants. But until now one could not avoid wondering why the company had done so little with them; after all, earnings per share since 1988 has grown by only 4 per cent. This may be about to change and boost S&N's market rating. Despite recession, underlying sales grew by 9 per cent last year, management appears to be sorting out the less successful acquisitions made during the 1980s drive for international coverage and this year it should avoid the adverse effects of currency. Pre-tax profits are likely to rise to at least \$140m or earnings of 9.5p, giving a prospective multiple of under 15.

Johnson Group dividend frozen

By Peggy Hollinger

JOHNSON Group Cleaners, one of the world's largest dry cleaning companies, is freezing its dividend for the second consecutive year as it reported an 8 per cent decline in pre-tax profits to £16m for the 12 months to December 31.

The decline in profits was entirely due to a £1.6m fall in the property surplus. Stripping out property gains, profits rose slightly from £15.6m to £15.8m.

Mr Terry Greer, chairman, warned that the outlook for this year was not encouraging. "1992 is most unlikely to show a big movement upwards," he said. "Another cautious year is what we are looking for."

The group proposed a final dividend of 18.7p, for a total of 25.7p. Mr Greer said that due to

the company's "extremely cautious attitude to profits in 1992, we would be unlikely to show an increase in the dividend unless something big happened."

The group's two divisions, dry cleaning and textile rental, enjoyed mixed fortunes on both sides of the Atlantic. Dry cleaning in the UK, where Johnson commands more than 30 per cent of the market, had maintained sales in a difficult environment, while textile rental had improved both turnover and margins. However, growth in textile rental had slowed significantly by the year end.

In the US, losses at the dry cleaning franchise division had been cut from \$1m to \$250,000.

through reduced overheads. Mr Greer said he expected the losses to remain at that level for 1992. "We hope to see real movement after 1992," he said.

Both dry cleaning and textile rental had remained static in the US.

Altogether, group turnover rose from £149.4m to £154.5m. Fully-diluted earnings per share fell from 55.41p to 49.02p. Stripping out the property surplus, however, earnings increased from 48.88p to 48.7p. During the year, Johnson strengthened the balance sheet through cutting capital expenditure by 50 per cent to £7m and controlling costs, said Mr Greer. Gearing had been reduced from 54 per cent to 39 per cent.

There was a £1.7m extraordinary charge for the demolition of an old factory at Bootle, Merseyside. Mr Greer said Johnson eventually intended to expand the remaining work-force on the site.

The acquisition programme, put on hold last year when the recession began to bite, would be further delayed, the chairman said.

Porter Chadburn expands in US

Porter Chadburn, a producer of notepaper and labels, is to acquire Lancer Label, a Nebraska-based specialist maker of self-adhesive labels.

Consideration for the purchase, which is to be effected through Porter Chadburn Hold-

ings, the group's US subsidiary, is \$28.8m (£14.9m). This is payable in cash over five years, of which \$16.4m is payable on completion.

The company also revealed that it had disposed of Computar for \$3.1m (£1.6m) in cash.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Current payment	Total for year	Total last year
Arjo Wiggins	5.06	June 2	5.06	8.35	8.35
B&G Int	2.54	July 1	2.5	3.2	3.2
BCW Convertible	1.52	Apr 14	1.5	-	7.7
Caird	1.37	July 1	1.2	2.7	2.4
Cattle's	2.3	May 15	2.3	3.8	3.8
Davis Service	5.25	June 9	5.25	7.96	7.96
Ferran	1.47	July 1	1.25	2.5	2.25
For & Col High	1.27	Apr 23	1.2	2.4	2.4
GHE	2.6	May 1	2.5	7	11.9
Guinness	7.76	June 1	8.67	10.8	9.37
Johnson Cleaners	18.7	May 1	18.7	25.7	25.7
Kwik-Fit	2	May 18	1.86	3.55	2.75
Leung (John)	8	June 5	10	9	10
Law Debenture	11.5	May 2	10.25	17.5	19
Manders	6	May 15	5	7	7
M&G Income	0.78	Apr 21	2	-	-
Neospor-USA	13	May 22	10	3.91	3.15
Schwabers	13	May 7	10	14	14
Smith & Nephew	2.69	July 7	2.615	4.44	4.35
Sotheby's	15.44	May 1	15	80	80
Stag Furniture	4	May 15	3.5	5.5	5.5
Thames TV	5	June 4	10.95	7.5	7.5
Thornett Asian	0.5	June 26	0.5	0.5	0.5
Unicream	3.3	July 1	-	5	1.54
Vinton	4.97	July 1	4.5	6.5	6.2
Wassell	27	May 22	1.6	8	2.5

Dividends shown per share net of tax except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡SUSM stock. †Scrip option. ‡Special 0.5p will also be paid. ‡Second interim making 3p so far. *For part year following flotation in 1990. †US cents. ‡For fourth quarter.

Ex-Ashley chief to get pay-off

By Maggie Urry

Ashley Group, the window blind distributor and Spanish food retailer, will incur a loss in its current financial year and is paying compensation of £299,000 to Mr Tony Butler, who resigned as chief executive earlier this month.

Mr Butler resigned following disagreements over strategy and pressure from institutional shareholders for change. Mr Alan Thomas has been appointed group managing director. He ran the window blind business and before joining Ashley was managing director of Linford, the cash and carry company.

Mr James White, chairman, said that Mr Butler's compensation was in line with his three-year, £350,000 a year contract.

The group said that results for the year to end August "may not exceed break-even" before exceptional charges.

Price Waterhouse



FT FINANCIAL TIMES CONFERENCE ORGANISATION

present

MANAGING FINANCIAL RISKS

30 & 31 March; 6 & 7 July; 12 & 13 October;
30 November & 1 December 1992

The Financial Times and Price Waterhouse have responded to market needs by developing a two day event on Managing Financial Risks.

This intensive, practical course will give advice and direction on the use of derivative instruments, how to measure credit and market risks, how to set appropriate limits, how to identify operational and systems risks and how to use risk adjusted profitability measures.

Visiting speakers include:

Jonathan Britton

Director, Treasury & Fixed Income
Swiss Bank Corporation, London

Crispin Southgate

Director and Head of
Financial Engineering
Charterhouse Bank

Dennis Gartman

President
The Gartman Letter

Neil Thomason

Head of Derivatives Trading
Sanwa Financial Products

Resident speakers from the Price Waterhouse specialist Financial Risk Management Group include Andrew Stott, Steve Watson and Chris Taylor.

Course Director: Andrew Stott

Please send me further details:

MANAGING FINANCIAL RISKS



To: Financial Times Conference Organisation
126 Jermyn Street, London SW1Y 4JL. Tel: 071-925 2323 (24-hr answering service)
Telex: 27347 FTCONF G Fax: 071-925 2125

Name _____
Position _____
Company _____
Address _____
City _____
Postcode _____ Country _____
Tel _____ Telex _____ Fax _____
Type of Business _____

HA

International Rescue launched to prove Clarke Foods' Lyons Maid is F.A.B.

By Peggy Hollinger

HENRY D Clarke, Jr. took one look at the British ice cream market and made an urgent call to International Rescue. Whether he had to pull strings to get Brains and Virgil, he would not say, but the sound and light extravaganza produced for retailers yesterday was nothing short of spectacular.

For Mr Clarke, the American chairman and "Big Daddy" of Clarke Foods, which became Britain's second biggest ice cream manufacturer when it bought Lyons Maid in January, is determined to spare no expense in promoting his arrival in the UK ice cream market, including drafting in the Thunderbirds.

In a hokey and comforting voice, more akin to bedtime story-telling than advertising hype, Mr Clarke told a packed West End theatre about his family's obsession. And one by one, his sons appeared on stage to confirm that ice cream was what kept the Clarke family together.

The speeches, interspersed with bright lights and rousing music, had one purpose: to relaunch Lyons Maid and introduce the Clarke brand of super premium ice cream.

"We have got Lyons Maid, the great sleeping giant of the UK ice cream industry and we are going to shake it awake," declared Henry D.

The Clarke credentials for promotion are legendary in the ice cream industry. Mr Clarke was the Brains behind

the runaway success of the Klondike bar in the US - America's best-selling novelty ice cream.

Clarke Foods has returned to a version of Henry D's first love in the Clarke Bar. But now, says Mr Clarke, he has the chance to do what he never could to Klondike: improve the quality. Quality was the main message in yesterday's production. Clarke has relaunched Lyons Maid with the promise that fruit flavours and sauces would be made with the real thing.

A £3.5m advertising campaign to promote the improved Lyons Maid is waiting to swamp Britain from June, while the Clarke brand will get £1m in exposure.

Packaging of the old familiar favourites, such as the Zoom rocket bar and fruit Mivvi, has even been given a space age look to attract today's Star Wars generation.

The Clarke brand will go heavy on nostalgia, perhaps most importantly for Mr Clarke whose photograph at the age of seven appears on the tube. He claims he was setting off to get a Klondike bar.

All this razzamatazz might seem more appropriate to an US election campaign than the relaunch of Lyons Maid and introduction of a new product. But it cannot be denied that there was something almost pathetic in the way Mr Clarke swore his allegiance to the product. The only thing missing was the flag.



Brains and Virgil discuss the finer points of the real fruit Mivvi and whether the Zoom rocket bar will go

olivetti

57,415
SCHOOLS
AND UNIVERSITIES

are equipped with Olivetti Information Technology Solutions.

One fact, a number from the world of Olivetti, to which can be added Systems and Products specially designed and installed for 41,029 public authority offices and for 61,521 bank branches.

Olivetti's world is stable and dynamic, based on solid financial standing and a clear vision of future technologies.

THE WORLD IS ROUND
FOR PEOPLE WHO KNOW THE FACTS

London Share Prices

Real time share prices are available by calling FT Cityline.

FT Cityline can also provide you with a confidential personal portfolio facility to give you a real time evaluation of your own personal investments.

For a free FT Cityline Share and Unit Trust Directory or to obtain your confidential Portfolio PIN call the FT Cityline Help desk on (071) 925 2128.

Calls charged at 36p per minute cheap rate and 48p per minute at all other times.

ATB Unit Front Managers Limited (10003F)			
51 Belmont Rd. U-shed	Unit U86	182	2945 25470
AID Graham Ampson	51119	120	4
AID Graham Caplin	51166	168	4
AID Graham Egan	51135	137	4
AID Graham Gint	51169	42	7
AID Graham Jordan	51113	116	4
Abbey Unit Test Mngers (1000H)			
88 Melbourn Rd. Bourne			

[illegible][illegible]

Curatory Fund Managers CLOSER									
Curatory Fund, 10-18 Months, 1977-1978									
Shilling only 1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									
1977-1978									

DIVIDENDS AND YIELD DATA										
Symbol	Dividend	Yield	Dividend	Yield	Dividend	Yield	Dividend	Yield	Dividend	
10	0.10	1.00	11	0.11	1.10	12	0.12	1.20	13	0.13
14	0.14	1.40	15	0.15	1.50	16	0.16	1.60	17	0.17
18	0.18	1.80	19	0.19	1.90	20	0.20	2.00	21	0.21
22	0.22	2.20	23	0.23	2.30	24	0.24	2.40	25	0.25
26	0.26	2.60	27	0.27	2.70	28	0.28	2.80	29	0.29
30	0.30	3.00	31	0.31	3.10	32	0.32	3.20	33	0.33
34	0.34	3.40	35	0.35	3.50	36	0.36	3.60	37	0.37
38	0.38	3.80	39	0.39	3.90	40	0.40	4.00	41	0.41
42	0.42	4.20	43	0.43	4.30	44	0.44	4.40	45	0.45
46	0.46	4.60	47	0.47	4.70	48	0.48	4.80	49	0.49
50	0.50	5.00	51	0.51	5.10	52	0.52	5.20	53	0.53
54	0.54	5.40	55	0.55	5.50	56	0.56	5.60	57	0.57
58	0.58	5.80	59	0.59	5.90	60	0.60	6.00	61	0.61
62	0.62	6.20	63	0.63	6.30	64	0.64	6.40	65	0.65
66	0.66	6.60	67	0.67	6.70	68	0.68	6.80	69	0.69
70	0.70	7.00	71	0.71	7.10	72	0.72	7.20	73	0.73
74	0.74	7.40	75	0.75	7.50	76	0.76	7.60	77	0.77
78	0.78	7.80	79	0.79	7.90	80	0.80	8.00	81	0.81
82	0.82	8.20	83	0.83	8.30	84	0.84	8.40	85	0.85
86	0.86	8.60	87	0.87	8.70	88	0.88	8.80	89	0.89
90	0.90	9.00	91	0.91	9.10	92	0.92	9.20	93	0.93
94	0.94	9.40	95	0.95	9.50	96	0.96	9.60	97	0.97
98	0.98	9.80	99	0.99	9.90	100	1.00	10.00	101	1.01
102	1.02	10.20	103	1.03	10.30	104	1.04	10.40	105	1.05
106	1.06	10.60	107	1.07	10.70	108	1.08	10.80	109	1.09
110	1.10	11.00	111	1.11	11.10	112	1.12	11.20	113	1.13
114	1.14	11.40	115	1.15	11.50	116	1.16	11.60	117	1.17
118	1.18	11.80	119	1.19	11.90	120	1.20	12.00	121	1.21
122	1.22	12.20	123	1.23	12.30	124	1.24	12.40	125	1.25
126	1.26	12.60	127	1.27	12.70	128	1.28	12.80	129	1.29
130	1.30	13.00	131	1.31	13.10	132	1.32	13.20	133	1.33
134	1.34	13.40	135	1.35	13.50	136	1.36	13.60	137	1.37
138	1.38	13.80	139	1.39	13.90	140	1.40	14.00	141	1.41
142	1.42	14.20	143	1.43	14.30	144	1.44	14.40	145	1.45
146	1.46	14.60	147	1.47	14.70	148	1.48	14.80	149	1.49
150	1.50	15.00	151	1.51	15.10	152	1.52	15.20	153	1.53
154	1.54	15.40	155	1.55	15.50	156	1.56	15.60	157	1.57
158	1.58	15.80	159	1.59	15.90	160	1.60	16.00	161	1.61
162	1.62	16.20	163	1.63	16.30	164	1.64	16.40	165	1

[illegible][illegible][illegible][illegible]

Compiled with the assistance of Lautro 85

مکتبہ اسلامیہ

ge

Self in 1st

هذه امة السوء

[illegible]

3:00 pm prices March 19

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

[illegible]

3:00 pm prices March 19

[illegible]

\$20 are prices March 1988

[illegible]**FINANCIAL TIMES**
EUROPE'S BUSINESS NEWSPAPER

FT SURVEY

[illegible]

RECRUITMENT

JOBS: Survey shows UK third to Ireland and Portugal in league for four-wheeled perks

If Daniel Goeudevert happens to be reading today, the Jobs column hopes he'll realise it has nothing personal against him. Even more so, it hopes he will accept that it has no bias in favour of Ferdinand Piech. The survey, whose findings are about to be reported, was made independently by a highly reputed organisation: the management consultancy arm of the worldwide Wyatt company.

Before describing the findings, however, I'd better tell anyone else who may be reading the reasons for all the above pussy-footing. They are threefold.

● The Volkswagen group's management-board chairman, Carl Hahn, is due to retire, and the two gentlemen aforementioned are believed to be running wheel-to-wheel for the succession, which is expected to be decided on April 10.

● The part of the group currently headed by Daniel Goeudevert is the VW marque, whereas Ferdinand Piech is responsible for Audi.

● The survey in question focuses on the provision of company cars in 17 countries in Europe. It shows that Audi's 100 series of models continues to lead the European popularity league for management chieftains — as it has done since at least 1988 — with the VW marque relatively nowhere.

How Europe's bosses fare for company cars

Even so, let's leave leadership contests aside for the moment and consider the survey, which Wyatt carries out every two years from its office in Brussels. The 1991-92 version is based on data from some 1,700 employers. The biggest national sample was Belgium's 277, and the smallest Finland's 53, the United Kingdom having 147.

To anyone like the Jobs column — who having no company car, has only an onlooker's interest in same — the information in the study seems almost stupefyingly detailed. It includes, for instance, the proportions of companies in each land providing different sorts of staff with a variety of optional extras (given Britain's weather, its employers appear unduly generous if not lavish with sunroofs).

But readers curious about such refinements will need to obtain the full report, priced £510, from Don McClure of Wyatt UK at 21 Totterhill St, London, SW1H 9LL; telephone 071-222 8033, fax 071-222 9182. My extracts are far more limited, the first being the table alongside.

It shows the percentages of chief executives, various types of other

directors, and two kinds of middle managers who enjoy a company car in each of the 17 countries. The ranking is based on the average provision across the whole lot, and by that measure the UK has fallen

to third place from top in 1988-90. Whether its overall leadership will be restored by the latest budget in combination with the result of the impending election, we can only wait and see. But despite

the increased taxation of recent years, Britain remains well ahead in one category. It is shown in the last column of the table: the award of four-wheeled perks to middle managers other than those in sales

and marketing where a car is far more often a necessity of the job.

Unlike the table's figures, the popularity ranking of types of car does not appear in the survey. I compile it from the companies' listings of their preferred models, giving four points to the type most often named, two to the second most frequent, and one to the third. Where each type stands in the league depends on the percentage of the total points it scores.

In doing so, however, I take no account of detailed variants. My focus is solely on series such as Audi 100s, all of which are lumped together regardless of variances in engine, plushness of trimmings and the like. In all, 50 series were mentioned in the latest survey compared with 61 two years before. To start at the top, the five most popular chief executives' cars were:

Make & series of car **% of points**
 BMW 5 19.3
 Audi 100 15.1
 Volvo 700 8.4
 Mercedes 200 7.5
 Saab 9000 7.5

Moving down a notch to other directors, we find the top five were:

Audi 100 12.5
 Ford Scorpio/Granada 10.4
 BMW 5 8.5
 Renault 25 7.8
 Opel Omega 7.5

The middle managers' list was:

Peugeot 405 9.2
 Audi 100 8.0
 Ford Sierra 8.0
 Renault 21 7.1
 Opel Vectra 6.7

(Opel Omegas and Vectras are equivalent to Vauxhall Cavaliers and Cavaliers.)

For all management levels taken together, the top 10 were:

Audi 100 11.9
 Ford Scorpio/Granada 9.3
 BMW 5 8.2
 Renault 25 6.8
 Opel Omega 6.2
 Volvo 700 5.3
 Mercedes 200 4.5
 Peugeot 405 4.1
 Renault 21 3.4
 Ford Sierra 3.2

Alas for Daniel Goeudevert, Volkswagen's best series was the Passat, ranked 28th with 0.7 per cent of the available points.

Michael Dixon

	Chief execs	Marketing	Sales	Finance	Materials	Personnel	Production	Engineering	Research	D-P	Middle mgt	Other
Ireland	94	94	95	91	100	100	100	100	100	100	82	45
Portugal	97	98	99	97	100	94	93	97	93	96	82	43
UK	97	99	94	97	88	95	92	94	100	87	74	66
Sweden	93	89	95	92	100	88	78	92	76	100	80	43
Finland	98	94	93	89	78	100	59	86	100	88	74	36
Germany	98	94	95	86	82	84	93	74	85	83	76	49
Belgium	100	94	92	85	78	84	84	88	84	80	70	42
Denmark	98	95	89	83	—	100	80	88	75	81	78	32
Netherlands	95	96	91	81	81	79	78	74	83	67	73	37
Ireland	88	93	84	88	100	88	80	55	80	50	67	38
Italy	100	90	81	80	70	82	85	71	59	74	78	28
Austria	100	83	95	92	82	81	75	73	44	—	58	18
France	89	91	82	74	70	70	82	70	63	51	68	18
Norway	94	94	80	78	57	80	—	76	—	38	63	28
Luxembourg	87	88	90	77	50	87	73	57	71	40	50	14
Spain	83	81	73	69	58	72	70	48	48	54	55	24
Switzerland	80	88	71	55	43	50	41	53	48	47	47	25

Figures include allowances in lieu of cars in minority of cases

Credit Analyst

Leading French Financial Services Group

c.£40,000 + Package

Exciting opportunity to join the London office of a prestigious AA rated Financial Institution, at a time of strategic growth, as first London based Credit Analyst.

THE COMPANY

- Long established, top quality French finance house.
- Self-funded provision of long-term loans to industrial and service related client base.
- Outstanding reputation for excellence of credit function.

THE POSITION

- Vital member of small London team. Continual liaison with Paris-based Credit and Research group.
- Rigorous analysis of potential participations in syndicated loans, submitting credit reports and recommendations to Paris.

- Development opportunities as office grows into full marketing role.
- QUALIFICATIONS**
- Sound credit training from top UK or US bank.
- Aged mid to late 20s, first class academic record; good degree and possibly an international MBA.
- English mother tongue but ability to work in French essential.

Please reply in writing, enclosing full cv, Reference L1072
 34 Jermyn Street, London, SW1Y 6LX

LONDON • 071 495 6592
 BIRMINGHAM • 021 255 4634 • BLOOMSBURY • 0753 819227 • BRISTOL • 0273 291143
 MANCHESTER • 0625 595959 • GLASGOW • 041 204 4334 • ABERDEEN • 0224 638880

STRATEGIC PLANNING MANAGER

London

Excellent Remuneration Package

Abbey National Plc has established an enviable track record of growth and profitability of its business. Having converted from a building society into a plc in 1989, the Group has laid the foundations for future development with the acquisition of Scottish Mutual and moves into Europe.

The Corporate Planning function has an important influence on the future direction of the Group. It formulates the strategic framework for the business and works closely with the Executive Directors on the key Group development issues.

The Strategic Planning Manager's role is mainly project based. It will involve you in reviewing objectives and financial parameters for the Group, analysis of acquisitions and support for negotiations and post-acquisition implementation. You will also analyse and recommend solutions on Group strategic issues.

Working within a large corporate environment you should ideally have a background in either a planning, financial or consultancy role with some experience of acquisition and market analysis, financial modelling and project management.

A graduate with a good first degree and preferably either a professional financial qualification (ACA/CIMA) or commercially relevant masters degree, you should have a high level of business awareness coupled with well developed analytical skills and the ability to relate to and work for senior management across all facets of a business. Interested candidates should contact Charles Austin on 071-629 4463 (day) or 0234 262195 (eves) or write enclosing a full curriculum vitae to the address below quoting reference CA374.

HARRISON WILLIS

EXECUTIVE SEARCH & SELECTION

39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463
 LONDON • READING • GUILDFORD • ST ALBANS • BRISTOL

Fixed Interest Fund Manager

Isle of Man Age 30/40 Salary Negotiable

Our clients are professional managers of insurance companies recognised as innovative and influential leaders of an important segment of their international market.

Among the firm's main responsibilities is the management of internationally diversified assets currently valued at over \$800 million. A small investment team, based in the Isle of Man, provides active management of these funds.

As part of a carefully thought through development programme and due to increasing funds under management, our client wishes to recruit a manager of multi-currency fixed income portfolios.

The Role:

- To manage multi-currency fixed income portfolios
- To ensure compliance with client guidelines
- To contribute to investment policy and its implementation

Qualifications:

- Sound knowledge of structure, pricing and comparative values of interest-bearing securities and liquidity instruments
- Not less than five years experience managing multi-currency fixed interest portfolios
- A stable career pattern
- A university graduate will be preferred
- The personal qualities to develop and sustain a point of view in a small professional team
- The ability to present ideas verbally and in writing

Please apply in strict confidence to J R Pettit,
 The Butterfield Partnership Ltd, Alhambra House,
 27 Charing Cross Road, London WC2H 0AU

THE BUTTERFIELD PARTNERSHIP

Bowden Gow Associates

Executive Search & Selection

PRIVATE CLIENTS

FUND MANAGERS

Individuals or Teams with successful track records and loyal clients are required to join a top house with extensive research and back-up facilities and which is offering highly competitive salary packages. Contact Mike Dwyer

0753 382877 (2) or 08277 (9)

APPOINTMENTS

ADVERTISING

appears every Wednesday & Thursday & Friday (International edition only)

For further information please call:

Richard Jones on 071-873 3460

Teresa Keane on 071-873 3607

Alison Prin on 071-873 3607

Philip Wrigley on 071 873 3351

FINANCIAL TIMES

EUROPE'S BUSINESS AND FINANCE

AUSTRALIAN EQUITIES

Swiss Bank Corporation is a major International Bank, offering a wide range of high quality investment products to clients through its global network. This includes our Australian subsidiary SBC Dominguez Barry Investments Limited, which is recognised as a leading institution in equity and derivative products.

Based in London, an opportunity to contribute to further growth in our Australian equity business is now available. Ideally a graduate, aged 25-35, you will have at least three years experience broking Australian equities to clients in the UK and Europe. Good derivatives knowledge, a high degree of self-motivation and a results orientated approach are pre-requisite to success in this role. You will be joining a group which owns the recognised premier derivatives broker in Australia, with a strong position in underwriting and a well respected research team.

This position offers excellent scope for further career progression combined with a highly competitive remuneration package.

Please apply in the first instance to:

John Murray,
 Swiss Bank Corporation,
 Swiss Bank House,
 1 High Timber Street,
 London EC4V 3SB
 or telephone, in confidence, on 071-711 2423.



Swiss Bank Corporation
 Schweizerischer Bankverein
 Société de Banque Suisse

Group Treasury Manager

£40K+, executive car + benefits

WATFORD

A strategic member of the worldwide Rhône-Poulenc Chemical & Pharmaceutical Group, we are looking for an experienced Group Treasury Manager to lead a small, professional team in this key function.

Reporting to the Director of Finance, you will be responsible for implementing and developing UK treasury policy compatible with RP Group guidelines.

You will control foreign currency and interest rate exposure on a UK turnover of £800 million using up-to-date technology. Your role will contribute significantly to the optimisation of profits. You will facilitate the financing of business development and maximise cash management opportunities.

You must have a relevant degree and professional qualification together with ten years' experience in a multi-national organisation, and a thorough knowledge of UK banking practices.

The ability to speak French fluently and the personal authority to represent the Group at the higher trade and commercial levels are essential attributes.

Please send your full cv including current remuneration package, and availability, to the Personnel Department, Reference GTM, Rhône-Poulenc Ltd, Oak House, Reads Crescent, Watford, Herts WD1 1QH.

Initial interviews will be held during the week commencing 6th April.

RHÔNE-POULENC

BERLIN
 Germany

For the merchant bank activities of one of the major banks in Germany we are seeking the

Chief Executive Officer

The successful candidate has a bank background, is specialised in Cross Border M & A and speaks fluent German.

Applications including a full CV should be sent to

INZA GmbH, Kaiserswerther Str. 115, W-4000 Düsseldorf 1
 Tel: 0211 - 45 48 032

FOREIGN EXCHANGE OPTIONS SALES EXCELLENT PACKAGE

Our London Branch will open shortly a new Foreign Exchange Options Sales function creating an exciting opportunity for experienced Options Salespersons to be instrumental in establishing this function for a Global Bank. The successful candidates will join a highly-motivated Corporate Treasury Services Team, marketing foreign exchange and interest rate products to our UK and European client base.

We seek dynamic candidates of 3 to 4 years experience in Foreign Exchange Options Sales with a quality City house. Preferably a graduate, you will combine experience in articulate presentations with proven marketing, communication and negotiation skills. You will also have a good knowledge of the accounting procedures regarding Foreign Exchange Options.

An excellent remuneration package including the full range of banking benefits is offered to the successful candidates. Applications in writing with full Curriculum Vitae should be mailed to Martin J. Lucas, Credit Suisse, at 24 Bishopsgate, London EC2N 4BQ.



SALES EXECUTIVE HIGH LEVEL REWARDS

As one of the most successful management consultant companies in the world we have provided our services to major corporations in twenty five countries and on five continents since our founding in 1946.

If you are currently earning a sizeable income but want more... substantially more than perhaps we should meet. Our continued growth requires that we add a business development professional to our highly regarded consulting team.

We are seeking an individual who has the ability to negotiate and close at the highest levels within corporations. Your broad and extensive business experiences would make it possible for you to discuss and relate comfortably with some of the most accomplished business leaders of major service and manufacturing corporations on the subjects of productivity and profit improvement.

Your professional profile must include proven success at chief executive/managing director level with full profit and loss responsibilities. A university degree or equivalent is required. In age you will probably be between 45-50 but suitable candidates outside this range would be considered.

Relocation is not necessary.

In view of the skills required we are willing to compensate the person accordingly. Local interviews will be arranged.

Please send your c.v. in English together with a photograph to Mrs Lillian Van den Branden, noting your recent remuneration and a telephone number where we can contact you to arrange interviews.

All correspondence will be dealt with in the strictest confidence.

Alexander Proudfoot Productivity Management Europe s.a.
Manhattan Tower
Avenue du Boulevard 21 box 26
1210 Brussels
Belgium

Reference: UK/S/FT/18/3/92



ALEXANDER PROUDFOOT
THE POWER OF PRODUCTIVITY.

OPERATIONS MANAGER OIL TRADING

Small, privately owned oil trading company based in London SW1, require experienced Operations Manager. Physical oil/ product shipments carried out worldwide so relevant experience needed in oil operations, chartering, contracts, letters of credit etc. Experience of U.S. domestic markets also beneficial but not required. Apply in first instance to: 0732 882720 or fax C.V. to: 0732 885741. Salary upon application.

AUSTRALIAN BOND SALES

Swiss Bank Corporation is a major International Bank, offering a wide range of high quality investment products to clients through its global network, which includes our Australian subsidiary SBC Dominguez Barry Investments Limited.

Continued growth has created a new opportunity within our London Office and this position is expected to contribute to further expansion in our fixed income business.

Ideally a graduate, aged 25-35, you will have at least three years experience in Euro-Australian Bond Sales. With an established client base of primary and secondary market investors in Euro-Australian fixed interest securities, you will work closely with the bank's established bond sales team to develop primary and secondary market trading and distribution.

An in-depth knowledge of the domestic market together with experience of the Euro-exchangeable and Global Australian dollar market would be an advantage. Preference will be given to individuals who also have knowledge of interest rate and currency related swap transactions.

This position offers excellent scope for further career progression together with a highly competitive remuneration package.

Please write with full career details to:

Steven Ward,
Human Resources,
Swiss Bank Corporation,
Swiss Bank House,
1 High Timber Street,
London EC4V 3SB.



Swiss Bank Corporation
Schweizerischer Bankverein
Société de Banque Suisse

FIXED INTEREST FUND MANAGER

Join one of the UK's largest investors.

Attractive + bonus + benefits.

One of the largest and most influential investors in the UK, Prudential Portfolio Managers has over £45 billion of funds under management around the world, more than a quarter of which is fixed interest.

Our London-based global bonds team now seeks a fixed interest manager to contribute to the development of investment policy, its implementation into client portfolios and its execution in the markets. Reporting to the European Bonds Specialist, you will cover UK gilts as well as the continental markets.

You should have around two years' experience in fixed interest management, backed by strong academic credentials, good communication skills and an enthusiastic approach. We will also

consider applications from exceptional candidates with a background in finance/economics, but who lack direct fixed interest experience. Such candidates, probably in their mid-twenties, must be able to demonstrate outstanding achievement and potential.

We offer a competitive salary plus individually focussed bonus and financial sector benefits including non-contributory pension and low interest mortgage.

Please send your full career details to:

Christina Squire, Personnel Officer,
Prudential Portfolio Managers Ltd.,
1 Stephen Street, London W1P 2AP.
Prudential Portfolio Managers is an
Equal Opportunities Employer.

PRUDENTIAL
Prudential Portfolio Managers

Account Executives – Risk Management

Experienced individuals with a solid knowledge of the consumer lending industry are being sought for positions in sales, marketing, customer service and scorecard development. Ideal candidates will be creative thinkers with a demonstrated ability to solve complex technical problems.

Equally important, we are seeking people with a proven commitment to working with clients to understand their needs and assist them in effectively implementing solutions. You must be willing to travel in the U.K. and internationally. Initial training will take place in both California and the U.K., after which you will be working out of the U.K. office, located near the Birmingham International Airport.

The positions offer career growth and excellent remuneration to the right candidates. Please send your C.V. and salary history to E. Esplin at 55 St. James Park Road, Northampton NN5 5DR or fax to M. Weir at 010-1-415-492-8381.

Fair Isaac

Marketing Director Institutional Asset Management

Julius Baer Investments Ltd., London, is a wholly-owned subsidiary of Baer Holding Ltd., Zurich, specialising in multi-currency asset management for European and Far Eastern institutional clients.

We have an opening in Zurich (or London) for an experienced marketing professional who will concentrate on the institutional client base in Europe. The successful candidate (male or female) will be 30-40 years old and have a proven background in the marketing of related financial products and/or international fund management. The required skills to cultivate client contacts should be complemented by the ability to communicate in at least three European languages, to include English and German. A high degree of computer literacy is essential for product development.

In addition to the salary, there will be bonus potential together with all normal banking benefits.

Please send career and personal details including current remuneration to Bruno Hess, Marketing Institutional Clients, Bank Julius Baer, Zurich, phone: 01/228 51 11/telex: 01/211 25 60.

JB

BANK JULIUS BÄR

For the Fine Art of Swiss Banking.

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

vous faire part d'un accord publicitaire avec
LES ECHOS

le quotidien de l'économie le plus important en France. Une annonce dans la rubrique "Offres d'Emploi Internationales" dans le
FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi (le vendredi dans l'Édition Internationale du Financial Times). Pour de plus amples renseignements, veuillez contacter:

STEPHANIE COX-FREEMAN
071 873 4027

Reporters

Bloomberg
BUSINESS NEWS

Financial News Agency London

Bloomberg Business News is a 24 hour global news service distributed electronically to media and business subscribers worldwide. Bloomberg stories appear in the New York Times, International Herald Tribune and other major newspapers.

The London office is looking for reporters to join a successful, growing operation. You will be responsible for covering breaking news stories in the UK and European financial markets.

Successful candidates must have previous reporting experience, ideally gained within a news agency.

An understanding of the financial/business market is essential, and experience of the equity, bond, currency or energy markets would be of particular interest. A second European language would be ideal but is not essential.

Salary is negotiable according to experience. Apply immediately to Paul Chambers on 071-388 3111 during office hours, or send your CV to him by post or fax, quoting ref BBN/RL.

FRESHMAN

The Freshman Consultancy Limited,
Euston House, 81-103 Euston Street, London NW1 2ET,
Telephone: 071-388 3111 Facsimile: 071-388 3588

PRIVATE CLIENT STOCKBROKING

Location: North Oxfordshire
The Company: A well established member firm owned by a major international institution. The company is City based and has a number of branch offices.

The Position: Private Client Stockbroker(s) sought to join a small team in a new branch office. Full support and research facilities available to assist active management of client portfolios.

The Candidate: The successful applicant(s) will have a proven track record and an established client base currently generating gross commissions in excess of £20,000 per annum. The position is likely to appeal to a responsible self starter who finds his/her time is better employed servicing clients than commuting.

Write in strictest confidence, with CV, to Box 7104, Financial Times, One Southbank Bridge, London SE1 9UL.

HEAD OF SWAPS MARKETING £90,000 + Excellent Package

You will be responsible for the marketing of interest rate swaps products to a global client base.

Based in the London operation of this international bank you will be expected to bring both your management and marketing skills to bear. Minimum of 3 years experience in a senior swaps marketing role is required and language ability would be preferred.

Please contact Nigel Haworth 071-623 1266 or Fax: 071-626 5259

Jonathan Wren & Co. Limited, Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP
Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

Equity Swaps Sales

The BZW Equity Derivatives Group is an established and successful equity derivatives operation servicing a European client base. We wish to recruit an experienced salesperson to develop our equity swaps and OTC options business.

The preferred candidate will have 3-5 years relevant swaps sales experience and will be interested in applying this to equity index-based swaps and OTCs. The target clients are in France and Germany and candidates should therefore be able to demonstrate a track record of successful client relationships in Europe.

BZW can offer a competitive remuneration package to reflect experience.

To apply please send full career details to Patrick Daley at Barclays de Zoete Wedd, Ebbgate House, 2 Swan Lane, London EC4R 3TS. Fax: 071-956 4725.



EXECUTIVE APPOINTMENTS

SALES

Fixed Income:
 Bond Sales to USA (Senior) £Neg
 Bond Sales to Germany to £90K + Bens
 Bond Sales to France to £75K + Bens
 Bond Sales to Switzerland to £80K + Bens
 Bond Sales to Scandinavia to £80K + Bens
 Bond Sales to UK to £90K + Bens
 Senior S Bond Sales to Europe £Neg
 Central Bank Sales to £90K + Bens
 US Treasury to £85K + Bens
 Bond Sales to Europe (anywhere) £Neg
 Bond Sales to Far/Middle East £Neg
 Bond Sales to UK (Japanese speaker) £Neg

TRADING

Senior Bond Trader (Pesetas, Bonds etc) £Neg
URGENT (Madrid based) to £75K + Bens
ECU to £80K + Bens
Eurodollar £Neg
European Currencies to £75K + Bens
European Exits to £90K + Bens
Rapex £Neg
Gills £Neg
Money Markets (Swaps, FRAs, CDs etc) £Neg
FRNs £Neg
Swaps/Derivatives £Neg
OTC (\$ and non \$) £Neg
New Issues £Neg

OTHERS

M&A (European language advantageous) £Neg
Corporate Finance (various sectors) £Neg
Structured/Project Finance £Neg
Analysts (Bonds and/or Equities) £Neg
Swaps Marketing to £80K + Bens
FX Spot/Forward Dealers to £75K + Bens
Corporate FX Dealing £Neg
Broking (Pesetas, Escudos etc) £Neg
URGENT (Madrid based) £Neg
Syndication Debt Market £Neg
Economists £Neg

The above are just a selection. For further details please call 071-377 6488 or send/fax your CV to us. All applications will be treated in the strictest confidence. For enquiries outside business hours call 081-364 1833.

CAMBRIDGE APPOINTMENTS

232 Shoreditch High Street, London E1 6PJ. Fax No. 071-377 0887

SENIOR CREDIT ANALYST

First Austrian International Limited, the London subsidiary of First Austrian Bank (DIE ERSTE ÖSTERREICHISCHE SPAR-CASSE - Bank), are seeking a top quality Credit Analyst to cover the banking and corporate sectors internationally.

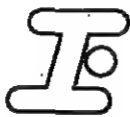
This is an important, high profile position and an excellent opportunity for a responsible person. Applicants should have first class credit analysis training and a lively, enquiring outlook, and at least four years relevant experience.

Remuneration is negotiable and will reflect the calibre and performance expected of the successful candidate.

Please apply, enclosing a full CV to:

FIRST AUSTRIAN INTERNATIONAL LIMITED

Attn: Steve Marston
 Eldon House
 2 Eldon Street
 London EC2M 7BX



First Austrian International Limited



RIYAD BANK
 Saudi Arabia

Riyad Bank, one of the most prominent banks in the Middle East is offering outstanding professional opportunities to qualified bankers for following positions:

CORPORATE MARKETING OFFICERS

Candidates must have a solid professional background with a minimum of 5 years' experience in Corporate Banking and Customer Relations. The successful candidates will solicit, develop and sustain customer relationships with major corporate, private and government enterprises throughout the Kingdom, and will be responsible for all aspects of the customer's relationships with the Bank. The positions also require a good College or University degree.

Following perquisite compensation package will be offered:
 * Highly competitive tax free basic salary.
 * Furnished housing in a Western style compound.
 * Automobile for business and personal use.
 * Entertainment allowance.
 * One month annual leave with round-trip airfare for the employee and family.
 * Medical care and other benefits as provided by bank policy.

Please send your resume in confidence, including present salary to:
 RECRUITING DEPARTMENT
 RIYAD BANK HEAD OFFICE
 P.O. BOX 22622, RIYADH 11416
 SAUDI ARABIA.



University of Reading

Professorship of Economics

Applications are invited for the Professorship of Economics in the Department of Economics. The appointment will be made from 1 October 1992 or as soon as possible thereafter.

Candidates should have an established reputation in Economics and a strong commitment to research leadership. Applications will be welcome from economists specialising in any core area of the subject.

Further information may be obtained from the Registrar, Room 212, Whiteknights House, P.O. Box 217, The University, Whiteknights, Reading RG6 2AH (Telephone: 0734 319045).

Informal enquiries may be made to Professor Casson on Tel. No. 0734 318227.

Closing date for applications is Monday 13 April 1992.

VICE PRESIDENT - INTERNATIONAL TRADING

London

Under 45 years

JK International Ltd is the UK subsidiary of JK Industries Ltd, which is part of one of the largest industrial conglomerates in India. They have many diversified business interests including manufacturing plants and activities in India and abroad.

A Vice President, to be based in London, is required to oversee the further expansion of the International Trading business.

The ideal candidate shall be under 45 years old and be a dynamic leader and skilled negotiator. They should also be a result orientated person with extensive experience in the development of international business, including Exim and counter trade, finance, distribution and related logistics. A strong background in marketing and international trade is also required.

An attractive remuneration package is available including liberal perquisites. We offer a stimulating work environment, and excellent prospects for growth. Please apply with relevant details together with a recent passport size photograph to:

The Managing Director
 JK Industries Limited
 3 Bahadur Shah Zafar Marg
 New Delhi 110002
 India

Williams de Broë

EUROPEAN EQUITY SALES TO SCANDINAVIA

Williams de Broë wish to recruit additional cross-border equity sales executives. Successful candidates will be appointed to market the company's research product and advise foreign institutional investors in British and European Securities Markets.

Essential requirements for these posts are:

- Tertiary education in Economics.
- Minimum three years experience in U.K. and European Securities sales and dealing with Non-U.K. clients.
- Fluency in at least two Scandinavian languages and English, with working knowledge of German and French.

Williams de Broë offers a dynamic and cosmopolitan work environment for professional and enthusiastic brokers.

Please apply to: M.J. Smith, Foreign Department,
 Williams de Broë Plc, P.O. Box 515
 6 Broadgate, London EC2M 2RP

Appointments
 Advertising appears
 every Wednesday
 and Thursday

SENIOR MARKETING OFFICER FOR AFRICA

A major European Bank with strong worldwide representation now seeks a London based Manager for its Africa business.

The successful applicant will have at least three years experience of lending to African corporates and governmental organisations, and have appropriate contacts in Africa. Applicants must also have strong presentational skills and a successful record of obtaining mandates. The position will be based in London with extended visits to Africa.

A competitive remuneration package including the usual range of bank benefits will be offered.

Please apply in confidence to Box A1792, Financial Times, One Southwark Bridge, London SE1 9HL

UNIVERSITY OF CAMBRIDGE MAGDALENE COLLEGE

DEVELOPMENT DIRECTOR

Magdalene College Cambridge invites applications for the important and challenging full-time appointment of Development Director, to take office from 1 October 1992. A successful record of fund-raising and expertise in development procedures is essential. The salary for this non-pensionable office will be up to £35,000 p.a. The person appointed will have the privileges associated with a Fellowship. Applications must be sent to the Bursar, Magdalene College, Cambridge CB3 0AG not later than 17 April 1992, together with a curriculum vitae and the names of three referees. The College is an equal opportunities employer.

HAD IT WITH THE CITY?

Independent distributor for a major multinational company seeking key people with drive and ambition to lead in the development of our expansion in the UK and also in Germany.

Substantial income potential.
 For further information telephone:-
 Rory MacDonald
 Resource Associates
 071-731 8199

A PRIVATE ISSUE

Imaginative and creative "rain-maker" (45) with proven track record in turn-around, pioneer businesses and profit implementation, available as NON EXECUTIVE DIRECTOR

Former Senior Corporate positions included 15 years with D.K. Ludwig and Cyrus S. Eaton Groups of Companies, plus Middle East Monarch, after classical training in Germany, Switzerland and France. Financial background; multi-lingual, native German. VAST INTERNATIONAL BUSINESS CONNECTIONS. For no-nonsense effectiveness at board level or, if desired, special strategic mandates, please contact at UK residence: B.M. Kisser, The Tower, Hadlow Castle, Hadlow, Tonbridge, Kent TN11 0EG. Tel: (0732) 366129, fax (0732) 360178.

Derivative Finanzinstrumente

Anwenderunterstützung für Handel und Abwicklung

Devon Systems ist der führende Anbieter von Standardsoftware für Handel und Abwicklung von derivativen Finanzinstrumenten, z.B. Optionen, Futures, SWAPS und FRA's. Für unsere Niederlassung in Frankfurt suchen wir derzeit neue Mitarbeiter in der Anwenderunterstützung zur Verstärkung unseres Teams.

Idealerweise haben Sie bereits Erfahrungen im Handel oder im Clearing bei einer Bank gesammelt, oder haben in Projekten zur Bereitstellung oder Implementierung von Softwareanwendungen im Finanzbereich mitgearbeitet, oder haben sich im akademischen Bereich intensiv mit neuen Finanzinstrumenten beschäftigt. Sie sollten vor einer Gruppe frei sprechen können, Spaß am Umgang mit Menschen haben und über gute Englischkenntnisse verfügen.

Das Tätigkeitsfeld umfasst die Unterstützung von Anwendern der Devon Software, am Telefon und direkt beim Kunden, bei funktionellen Fragen oder bei Systemproblemen. Daneben werden Sie als Schulungsleiter und Berater anwendungs- und bankspezifische Schulungen für Händler und Bank office Mitarbeiter durchführen, sowie als Schnittstelle zwischen Kunden und Produktmanagement Anforderungen des Marktes in neue Systemfunktionalität übersetzen helfen.

Bitte senden Sie Ihren Lebenslauf an die untenstehende Adresse oder per Fax an (069) 2561455, zu Händen von Dieter Stein. Für eventuelle Fragen steht Ihnen Herr Stein unter (069) 256140 zur Verfügung.

DEVON

SYSTEMS INTERNATIONAL

Devon Systems GmbH
 Wilhelm-Leuschner-Str. 14, 6000 Frankfurt 1

University of Bradford

CHAIR IN INDUSTRIAL TECHNOLOGY

The University seeks to appoint a new Professor in the Department of Industrial Technology, one of five departments in the Engineering Faculty. She/he will be expected to play a leading role in research as well as in the undergraduate work and the management of the Department.

The Department runs a large and successful multidisciplinary course in Technology and Management Science and a number of postgraduate courses. It has strong links with industry through placements/ sponsorship and an active Advisory Committee. Major research interests are in areas of Production/Operations Management, including the Social Organisation of Work, Quality, Safety and Reliability, including Human Factors, Materials Technology and Clothing Technology.

Applications are invited from women or men with either an outstanding academic record, preferably industry-related or industrial experience at senior executive level and a substantial research record.

Further particulars may be obtained from: Registrar and Secretary, University of Bradford, West Yorkshire, BD7 1DP. Tel. 0274 383019. Closing date 25 April 1992. Informal enquiries may be made of Mr L.J. Clancy (0274 384241). Working towards Equal Opportunities.



MAKING KNOWLEDGE WORK

USS

UNIVERSITIES
 SUPERANNUATION
 SCHEME

EQUITY ANALYST

Universities Superannuation Scheme is the occupational pension scheme for the academic and senior administrative staff of United Kingdom universities and a number of other higher educational and research institutions. It is one of the largest pension schemes in the country.

The London Investment Office of USS Ltd, which manages the assets of the Scheme, is seeking to recruit an additional equity analyst to its small in-house fund management team. The prime area of responsibility will be to support the European Fund Manager in the stock selection process. The candidate will also be expected to provide valuation comments between leading European and UK companies, as well as carrying out portfolio analysis of the Fund's European investments.

Candidates will be aged 25-30, educated to degree standard and have a minimum of 2 years equity experience, not necessarily in European markets.

A competitive salary and package is offered.
 Please apply in writing with full C.V. to: Mr R.D. Attridge,
 Universities Superannuation Scheme Ltd,
 48-50 Cannon Street, London, EC4N 6JJ

INTERNATIONAL FIXED INTEREST SALESPERSON EDINBURGH BASED

Edinburgh Stockbroking Company requires a specialist Fixed Interest Salesperson with an established client base to market International Bonds and Convertibles into Switzerland and other markets. Fluent Swiss-German/Italian essential, French helpful.

A competitive remuneration package will be offered.
 Applicants should provide a resume of relevant experience and linguistic abilities.

Written applications only to: Box No. A1787,
 Financial Times, One Southwark Bridge, London SE1 9HL.

FINTECH ASSET MANAGEMENT Ltd.

FOREIGN EXCHANGE JUNIOR DEALER/CONSULTANT

The rapid expansion of our organisation has created an exciting entry level opportunity. You will assume responsibility for establishing and monitoring substantial foreign exchange positions, based on our proprietary trading systems.

Foreign exchange consulting to our global corporate client base will also be required and you should be a "self starter" with the ability to operate in a fast moving environment.

Please send your C.V. to:

FINTECH ASSET MANAGEMENT LTD
 14 High Street
 WINDSOR
 Berkshire
 SL4 1LD



THE LONDON MASTER BUILDERS CHAIR OF BUILDING

The Bartlett School of University College London is looking for a new Professor of Building to help the School take building research and education towards the twenty-first century. We are seeking a creative person, committed to raising standards in construction management research; someone able to share and shape our vision of the future of building education within a multi-disciplinary environment. The Bartlett has both a national and an international role and expects its new Professor of Building to reflect that standing.

Applications, including a full curriculum vitae (10 copies for UK candidates, one copy for overseas candidates) and the names of 3 referees, should be sent to the Provost, University College London, Gower Street, London WC1E 6BT, to be received no later than three weeks after the appearance of this advertisement. Further written particulars about the post are available on request to the Director of Academic Services, Registrar's Division, University College London, Gower Street, London WC1E 6BT (telephone 071-380-7766). Equal opportunities employer.

Banking / Systems

Treasury Risk Management Projects

American software firm expanding in Great Britain and Continental Europe seeks Sr. Analyst & Project Management level consultants with experience in Banking Operations and Dealing Room Systems. One to Three years consultancy contracts with options for permanent employment.

Individuals should provide detailed resume of applicable experience. Agency inquiries must include full pricing and terms information as well as several blind resume samples.

Written Inquiries Only to: P.O. Box A1778,
 Financial Times, One Southwark Bridge,
 London SE1 9HL.

APPOINTMENTS WANTED

COMPANY DIRECTOR

Twenty years experience with two international companies. Sales, marketing, systems training expertise, seeks a new and a more rewarding challenge.

Please write to Box no A 1781, Financial Times, One Southwark Bridge, London, SE1 9HL.

Editors

Bloomberg

Financial News Agency London

Bloomberg Business News is a 24 hour global news service distributed electronically to media and business subscribers worldwide. Bloomberg stories appear in the New York Times, International Herald Tribune and other major newspapers.

The London Bureau is looking for editors to join a successful, growing operation. You will be part of a team responsible for editing the flow of business news stories in the UK and the rest of Europe. You must be able to work within a fast moving, dynamic environment where accuracy is vital.

Successful candidates will have previous editing experience and will probably have worked in a financial news agency. A second European language would be useful.

Salary is negotiable according to experience.
 Apply immediately to Paul Chambers on 071-388 3111 during office hours, or send your CV to him by post or fax, quoting ref BBNVE.

FRESHMAN

The Freshman Consultancy Limited,
 Euston House, 81-103 Euston Street, London NW1 2ET,
 Telephone: 071-388 3111 Facsimile: 071-388 3588



ACCOUNTING STANDARDS BOARD

URGENT ISSUES TASK FORCE

To keep all interested parties fully informed about the matters that the Task Force has under consideration the ASB is issuing a periodic Information Sheet. Copies of Information Sheets will be sent to the Finance Directors of all UK and Republic of Ireland listed and USM companies, and also to all those who currently receive Accounting Standards Board Bulletins. Any others who would like to receive copies of Information Sheets should write to Kate Cox, Accounting Standards Board, Holborn Hall, 100 Gray's Inn Road, London WC1X 8AL.

The Task Force next meets on 31 March. Future meetings in 1992 are scheduled for 1 May, 30 June, 9 September and 30 November, with provision for interim meetings in cases of particular urgency.

The matters currently on the Task Force's agenda are presentation of long-term debtors in current assets, accounting for low-start finance, reclassifications between fixed and current assets, and accounting for post-retirement benefits other than pensions. Information Sheet 1 gives further details.

By Andrew Jack

SPRING IS fast turning into the season for corporate reporting awards. Hot on the heels of last month's Stock Exchange and joint chartered accountancy institutes' annual award for published accounts comes an ecological equivalent that companies ignore at their peril.

If the green bandwagon is beginning to creak from a surfeit of initiatives of dubious quality, the 1991 environmental reporting awards sponsored by the Chartered Association of Certified Accountants deserves at least a little attention as an attempt to cut through the hype.

There was a certain air of inevitability about the ceremony last Tuesday evening. The venue was the Whale Hall of the Natural History Museum in London. The individual making the presentation was Professor David Bellamy, while the two companies receiving the joint award - Norsk Hydro and British Airways - were names familiar to those with much knowledge of corporate innovation on environmental issues.

Lessons to be learnt on the quality of environmental reporting exhibited by companies and how best to assess that information should be important elements in future debates about company reporting. It is time to inject some rigour into green reporting.

While the judges of the published accounts award in late February found themselves unable to identify smaller company reports of sufficiently high quality to earn a prize, their counterparts assessing environmental reporting could not even find many candidates to consider. The total number of entries - including some which were entreated - was

only 18. The number of companies venturing into the green arena is, without doubt, still relatively small. An international survey conducted by Clare Roberts at the University of Glasgow in 1990 suggested that only 13 per cent disclosed environmental information.

That proportion is growing fast, however. Professor Rob Gray, one of the pioneers of "green accountancy" and one of the judges of the award, estimates that at least two-fifths of the top 500 British companies now include some form of environmental statement as part of their annual reporting process.

Mr Roger Adams, technical and research director at the Chartered Association of Certified Accountants, argues that pressure for greater disclosure is being driven by both strong accounting pressures - as expenditures such as environmental clean-up become significant - and by legislation passed as a political response to growing ecological awareness.

Mr Andrew Blaz, director of the environmental management unit at the Confederation of British Industry and another of the judges, says that competitive advantage is the drive towards environmental disclosure. "It has to be commercially-driven," he says. "I am saying to companies that if they want to be first, they had better hurry up."

The accuracy and usefulness of the green data provided is developing rather more slowly, however. Gray highlights a number of weaknesses to existing statements. "They are often parcelled up very much in a public relations way first and foremost to be better than," he says. "The company is committed to taking responsibility

says. "We often wondered if we were really just looking at advertising."

He cites Body Shop as an example. "They are very green by normal standards, but their reporting is PR-driven. It doesn't get down to what they actually do." Many companies have tended to concentrate on peripheral activities and do not scrutinise the environmental impact of the core operations of a company, he says.

An analysis last summer of 670 UK companies by Company Reporting.

"British Airways and Norsk Hydro chose themselves", says Prof Rob Gray. The challenge for the future is to convert these first tentative examples of good environmental reporting into a series of more detailed standards.

The Edinburgh-based monthly monitoring service of company accounts, showed that only 10 per cent mentioned the environment and only 3 per cent provided a separate statement on the subject. "The majority of disclosures are of such a low level as to be virtually meaningless," it said.

As last year's survey of UK financial reporting from the Institute of Chartered Accountants in England and Wales illustrated, brief paragraphs such as that in the 1989 accounts of Eversed are not uncommon. It states simply: "The company is committed to taking responsibility

for the environment in which it operates. This policy manifests itself through working closely with residents and local government groups."

The problems in no way reflect poorly on the two companies which won the environmental reporting awards this week. "British Airways and Norsk Hydro chose themselves," says Gray. "They were so far ahead of the UK field."

He highlights a number of characteristics which singled out the winners. Both concentrated their environmental reporting on core business areas, approached the subject systematically, and gave data which allowed for comparisons and could be audited. They also employed an external consultant to verify the information provided.

Neither simply published flattering information. "The charm is they they didn't pull their punches," says Gray. "There was a lot of bad as well as good. Nobody's going to believe a squeaky clean approach."

Norsk Hydro, Norway's largest quoted company, first produced an environmental report three years ago, which was widely circulated within the country, including to every resident within three miles of all the company's sites. It followed up with a 28-page report covering its UK activities, published in late 1990. It shows trends over several years on topics such as emissions, discharges, industrial accidents and energy consumption.

BA produced a 100-page environmental review last year, which examined the impact of its activities at Heathrow airport, including trends in aircraft noise exposure, fuel consumption and emissions.

The acid test, Gray believes, is whether the two companies will repeat their assessments. Bitter experience in the past has suggested that attracting criticism has distracted even those companies which have published information from repeating the exercise.

Mr Charles Duff, corporate development manager for Norsk Hydro in the UK, says there are discussions to produce an up-to-date version of the UK report, perhaps next year. More significantly, he says the company is considering including a detailed environmental statement with its annual report and accounts, which would include "real pound-note numbers".

Dr Hugh Somerville, BA's head of environment, says it is producing a report analysing the company's activities at Manchester airport this year. Next year there are plans to do the same at Gatwick, and to assess the impact of its holiday business.

BA is also seriously considering producing an annual environmental statement, containing a numerical assessment of the business under six headings: noise, emissions, congestion, waste, tourism and staff involvement in the community. The first one is due out this summer.

The challenge for the future is to convert these first tentative examples of good environmental reporting into a series of more detailed standards. How far meaningful and comparable information can be coerced from the majority of companies without legislation is questionable. But without greater rigour, the mass of green data now being generated is probably not worth the recycled paper on which it is printed.

Financial Controller

Music Publishing

c.£30,000 + Car

London

Key role in successful independent company.

THE COMPANY

- Long established, well respected privately-owned music publisher with outstanding contemporary repertoire. US parent.
- Substantial turnover, highly profitable. 27 staff, informal yet entrepreneurial environment, fascinating business.
- Recent investment in sophisticated data-processing and storage systems.

THE POSITION

- Responsible for all finance and accounting, including tax, treasury and reporting to US parent.
- Control of administrative and office procedures, building operations, personnel management and payroll.

- Report to Chief Executive, act as his No 2 and deputise during his absence.

QUALIFICATIONS

- Chartered Accountant, computer literate with knowledge of US GAAP.
- Significant post-qualification commercial experience, ideally gained in music publishing or record industry.
- Authority and maturity with management skill and sense of humour.

Please write, enclosing full cv, Ref L1291
54 Jermya Street, London, SW1Y 6LX

S E A S O N

LONDON • 071 493 6392
BIRMINGHAM • 021 235 4656 • SLOUGH • 0753 819227 • BRISTOL • 0272 291142
MANCHESTER • 0625 539953 • GLASGOW • 041 204 4334 • ABERDEEN • 0224 688080

FINANCIAL DIRECTOR

£40,000
+ BONUS
+ CAR

MANCHESTER

► A major UK plc has created a new subsidiary to coordinate the trading activities of two existing operating units with a combined turnover approaching £20M. An individual of outstanding calibre is sought to take up the position of Finance Director.

► The company is a speciality supplier of inks and coatings to the converting industry and forms part of the £50M packaging division. The company operates from four UK and one European location and through numerous overseas agents. The Finance Director will be based at a recently built state of the art production facility.

► Reporting to the Managing Director, the Finance Director will possess the communication skills to liaise at both board and management levels. Responsibilities will include the provision of financial assistance to fellow directors and managers, the operation of computerised systems, project appraisal for main Board approval, preparation of annual budgets and the production of monthly management information. The successful individual will require initiative and strong financial management skills to operate the finance function and assist in all aspects of business development.

► Applications for this opportunity are invited from graduate, qualified accountants with considerable commercial experience, preferably gained in a batch processing environment. Consequently the successful candidate is likely to be at least 30 years of age. A fluency in German would be an advantage.

Please write, enclosing full CV to Ronnie Sull
(Executive Selection Division).

RICHARD JAMES ASSOCIATES

PREMIER HOUSE, 10 GREYCOAT PLACE, LONDON SW1P 1SB.
TELEPHONE: 071 222 8888, 071 222 8037/8. FAX: 071 233 1758. TELE: 061 941 3889

Group Chief Accountant

c.£30,000
+ car
+ benefits

Northern Home Counties

Our client is a UK plc at the head of a very successful multi-national group with an expanding and diversified portfolio of industrial activities. Annual turnover exceeds £250 million.

Internal promotion has created this excellent opportunity to join the headquarters team.

Reporting to the Financial Controller and heading a small department, you will have primary responsibility for statutory and management consolidations and for the group's budgeting and forecasting exercises. In addition, you will control the accounting and tax compliance for a number of holding companies, provide technical assistance to group operating companies and be involved in acquisition reviews plus other project work.

A Chartered Accountant, aged under 30, you should have at least two years' post-qualification experience and be skilled in computer modelling. You must be able to demonstrate first class technical and communication skills and have the ambition and ability to progress.

Confidential Reply Service: Please write with full CV quoting reference M697 on your envelope, listing separately any company to whom you do not wish your details to be sent. CV's will be forwarded directly to our client who will conduct the interviews.
Barkers LBW, Barkers House, 93 Broad Street, Birmingham B15 1AU.

Barkers LBW

APPOINTMENTS ADVERTISING

appears every
Wednesday &
Thursday &
Friday
(International
edition only)

For further
information please
call:

Richard Jones on
071-873 3460

Teresa Keane on
071-873 3607

Alison Prin
on
071-873 3607

Philip Wrigley on
071 873 3351

FINANCIAL TIMES

EMPLOYMENT SERVICES

Finance Manager

Mid-Kent

£40,000 + Car + relocation assistance

Our client is a major European leisure, entertainment and transportation operator with wide ranging businesses across Northern Europe. The UK operation is regarded as performing within a growth sector and has a turnover in excess of £300m. Over the last few months the business has engaged upon a programme to improve the overall efficiency of the company and is now at an exciting second stage whereby new services and products will be introduced to the marketplace.

As a direct consequence of these new developments a high calibre Finance Manager is now sought who will report directly to the Finance Director. The role is primarily a strong management function being responsible for over 100 staff whose duties include budgeting, cash management and credit control. There will also be a strong emphasis on tightening up financial controls and liaison with field operations.

Candidates will be qualified accountants, age indicator late 30s/early 40s who have strong communication skills coupled with sound technical expertise. Ideally the individual will have had good systems experience within a large information processing environment and bring positive contributions to the objectives above as a senior member of the management team.

Please write enclosing a full curriculum vitae quoting ref 651 to:
Philip Cartwright FCMA,
22 Brynmore Road, London SW15 6UG
Tel: 061-788 2622

Cartwright Hopkins

FINANCIAL SELECTION AND SEARCH

FINANCIAL DIRECTOR

NEWCASTLE UPON TYNE

c.£40,000 + Car + Bonus

Our client is a £40 million turnover, autonomous subsidiary of a large multi-national organisation. Its principal activity is the high volume manufacture of a range of products for sale direct to the public.

The position requires someone who will combine a first class technical background with general business flair. The Financial Director assumes full responsibility for the running of the Finance Department, but will also be expected to play a key strategic role as a member of the senior executive team.

We anticipate the successful applicant will be aged 35-45, a graduate, qualified accountant, and will possess

a demonstrable record of achieving tangible results in previous roles. Furthermore it is important that the candidate should possess a maturity of style which allows him/her to interface well with people at all levels in the business, being firm but open-minded. In return the successful candidate will enjoy working with a highly professional, motivated team, responsible for directing the future of this progressive, fast moving company. Please apply without delay, in writing to Nigel Wright.

Nigel Wright Consultancy
Second Floor, North Street Court,
North Street, Newcastle upon Tyne
NE1 6DT. Telephone 0191 222 0770
including evening and weekend calls.

Specialists in Financial Recruitment

NORWICH

c.£30,000

Director of Finance

Norfolk County Council is committed to forming its own "arms-length" company under the Environmental Protection Act of 1990. The new company will assume the responsibility of providing waste disposal services. Initially within Norfolk and it is estimated that turnover in the first year will be some £6 million.

As part of the senior executive team reporting to the Managing Director you will play a major role in the formation of the new company and the winning of competitive tenders. At the same time, a key task will be to develop and implement appropriate systems and procedures to provide the management information needed to run the business.

You should be a graduate accountant with at least five years' post-qualification experience. You will have

managed a finance function, preferably in a manufacturing or waste disposal environment, and will have implemented computer-based management information systems. You will also be used to wide-ranging involvement in business issues but will have retained a hands-on approach to financial management.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 43 Temple Row, Birmingham B2 5JT quoting ref JE219 on both envelope and letter.

Coopers & Lybrand
Deloitte Executive Resourcing



FINANCE DIRECTOR

Our client is an autonomous Group within a diverse US Multi-national, who continues to grow profitably in each of its well-established consumer brands. In order to consolidate and develop this growth further a Group Finance Director is required. The Chairman and Chief Executive, is now sought.

As a Key Board Member, with a minimum of 10 years' experience, the successful candidate will have responsibility for a substantial Divisional Finance Department. The successful candidate will have a proven track record with obvious skills in financial management and focus on key areas of the business. The successful candidate will have a proven track record in change management, operational, financial and strategic planning, including UK and in Europe. The successful candidate will be responsible for establishing and implementing financial policies for retail, distribution, consumer services or a generally multi-site environment would be ideal, but personal and commercial qualities remain paramount.

Potential Blue-chip Finance Directors should write to Karen Wilson BA, ACMA, Director at FMS, 5 BREAM'S BUILDINGS, CHANCERY LANE, LONDON EC4A 3DY enclosing a recent CV and a note of current salary.

SURREY

c.£50,000 p.a.
+BONUS
(up to 25%)
+CAR ETC

Group Finance Controller

London c. £45,000 package + car & benefits

Our client is a leading player in the construction industry. It is a well-established, profitable, and growing company. Success in the role will lead to a steady progress has been completed over the last ten years by a combination of acquisitions and diversification.

Because of an internal promotion, there is a need to recruit an experienced and committed minded Group Finance Controller. The role will involve full responsibility for all the accounting and financial aspects of the multi-site environment, as well as extensive exposure to key advisors: a flotation in the medium building and construction industry. The company is well established, profitable, and growing. Success in the role will lead to a steady progress has been completed over the last ten years by a combination of acquisitions and diversification.

BDO CONSULTING

If you are a graduate qualified accountant, aged 27-35, with the ability to lead a team, maintain tight control and earn the respect of those around you, the culture is one which requires an experienced self-starter with the intelligence and full responsibility for all the accounting and financial aspects of the multi-site environment, as well as extensive exposure to key advisors: a flotation in the medium building and construction industry. The company is well established, profitable, and growing. Success in the role will lead to a steady progress has been completed over the last ten years by a combination of acquisitions and diversification.



FINANCIAL CONTROLLER

Hi-tech engineering and electronics

Croydon c.£30,000+ car + bonus

Our client is an autonomous operating unit of an established blue chip business manufacturing advanced electronic and engineering products. The company is commercial in outlook and outstandingly successful in its field.

Reporting to the local MD and working as part of the senior management team, you will be fully involved in business decision making. Your specific areas of responsibility will include preparation and analysis of management information, budgeting and forecasting, strategic planning and provision of information to corporate level. There will also be a significant involvement in systems development, job costing and contractual reviews.

Ideally a graduate accountant in the age range 27-35, you will have experience gained in manufacturing, preferably electronics or engineering related, comprehensive knowledge of costing systems and well developed computer literacy. You are likely to have had previous exposure to plc reporting and knowledge of the financial aspects of commercial contracts would be useful.

Please reply in confidence, giving concise career, personal and salary details to Brendan Keelan, quoting Ref. L839.

EGOR Executive Selection
58 St. James's Street
London SW1A 1LD (071-829 8070)

EGOR
EXECUTIVE
SELECTION

United Kingdom · Belgium · Denmark · France · Germany · Italy · Netherlands · Portugal · Spain · Sweden

FINANCIAL
TIMES
&
ROBERT
HALF
INVITE
YOU TO A
FREE
BUSINESS
BREAKFAST

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

MAKING THE SELECTION INTERVIEW MORE EFFECTIVE

A Practical Guide for Finance Managers

on Thursday 9th April 1992
At The Meridian Hotel, 21 Piccadilly, London W1
8.15am - 9.30am

This Financial Times Breakfast Briefing is designed specifically for finance managers who may interview once or twice a year. The talk will be given by Jeff Groult, Joint UK Managing Director of Robert Half, who will examine where and why interviews go wrong and demonstrate how to increase the effectiveness of the interview through a more structured approach. The briefing will cover:-

- Preparing for the interview
- The Interview Plan
- Creating a proper environment
- Questioning Techniques
- Promoting the job
- Concluding on the right note

A specialist in accountancy recruitment for more than 10 years, Jeff Groult is a frequent contributor to various newspapers and journals on the subjects of job hunting and recruitment. A regular speaker, he has been a guest on numerous radio programmes and appeared on Sky Television.

He has advised many companies on how to improve their recruitment process and has presented in-house recruitment seminars and interview workshops for companies such as Marks and Spencer, Vickers, Guinness, MEPC Shandwick and Banque Paribas.

Jonathan Freestone, Group Management Accountant, M&P plc 'Good insight into the correct approach to interviewing'

Charles D Coase, Group Chief Accountant, Guinness plc 'Both constructive and valuable'

Brendan Collins, Assistant Group Controller, Shandwick plc 'An excellent presentation'

Graham Coulson, Personnel Manager, MEPC plc 'A valuable and enjoyable presentation on selection interviewing'

Bob Lake, Finance Director, Barstale Advertising 'Much valuable information in a short space of time, all of which was relevant'

Places at the Breakfast are strictly limited.

ROBERT HALF
THE HUMAN FACTOR

If you wish to attend this free breakfast, please write to:
Rachelle Nelson at Robert Half,
Freeport, Walter House,
418 The Strand,
London WC2R 0BR.
(Telephone: 071-836 3545)

whiteheadselection

Head of Financial Planning and Analysis

Retail Financial Services
South West
c. £50,000 plus bonus

Our client is a leading provider of retail financial services, currently undergoing a major culture change as the business becomes more responsive to the needs of its customers.

This newly created position reports to the Group Finance Director, and has considerable exposure to the highest level of management. You will introduce discipline and coherence to the commercial evaluation of major capital expenditure proposals, and interface with senior management, offering them both a value-added service and challenging their financial decisions, identifying with them the key pressure points and areas for profit enhancement.

Aged 30-35, you will be a graduate accountant with at least 5 years' post qualifying experience. You must be a self-starter with excellent communication and commercial skills and a powerful, incisive intellect. (Ref 542)

Please write with CV and current salary to Tom Grayson, Whitehead Selection Ltd,
43 Welbeck Street, London W1M 7HE

A Whitehead Mann Group PLC company

whiteheadselection

Finance Director

Belgium Package to £50,000 + benefits

This is a challenging appointment in a major operating division of a substantial UK public group. The division is involved in the manufacture of specialist products which are used in industrial applications worldwide. The division and its products have a significant international profile; acquisitions and product development have consolidated the division's position as one of the world's largest manufacturers in its field. European operations are centred in Belgium and contribute around £45 million to group turnover. The finance director will join an established executive board to monitor and control the division's accounting routines in Europe. There will be a strong functional responsibility to the UK and success could lead to longer term career opportunities within the Group.

The position requires a UK qualified accountant with several years' experience in a manufacturing environment. Candidates should be in their late twenties or thirties and have a high level of technical skill gained in a well-regulated business. Fluency in French is a requisite and previous European experience as part of a French-speaking team would be a considerable advantage. Candidates should also show the ability to contribute at a strategic level as a board member.

Relocation will form a part of the attractive remuneration and benefits package.

Please reply in confidence, enclosing a full CV and quoting reference L/207 to David Bannister.



Selection & Search

1 The Embankment, Neville Street, Leeds LS1 4DW. Tel. (0532) 313000.

GRE
PROPERTIES

Price Waterhouse

EXECUTIVE SELECTION

Finance Director

c.£60,000 plus car & bonus London W1

We are a wholly owned but independent subsidiary of GRE and are well known for our expertise in all aspects of property investment, development and management. For some time, we have been broadening our horizons and we are now increasingly looking to market our expertise to external clients.

To assist in this new initiative, we seek a Finance Director who, as a proactive member of the Board, will play an integral role in the strategic development of all aspects of our

business - from the formulation of the corporate financial strategy and the development and implementation of enhanced management/financial reporting through to close involvement in our client assignments, major projects and new business activities.

The scope of the role is wide but most of all, we need a team player who can share our corporate goals and aspirations. A background in property would be helpful - but if you can cope with the steepest of learning curves, it is not actually essential.

To pursue this matter further, write to our advising consultant, Hamish Davidson enclosing a full CV and salary details and quoting reference H/1234/FT at: Executive Selection Division, Price Waterhouse Management Consultants, Milton Gate, 1 Moor Lane, London EC2Y 9PB. Tel: 071-939 6312 Fax: 071-638 1358

COMMERCIAL MANAGER

SOUTH WEST REGION

The Acer Group draws on over a century of experience and is internationally recognised as a leading multi-disciplined engineering consultancy with a reputation for excellence and innovation built on some of the world's most demanding projects.

Here in the UK, we are structured on a regional basis and we are currently seeking a Commercial Manager to join our Bristol office and take on a challenging role in the South West.

As the region is operationally autonomous, the principle responsibility is to the Regional Director as well as the management and leadership of a team to ensure that the region's financial records and controls are efficiently implemented. This covers the entire spectrum of financial control, as well as extending to forecasting, budgeting and the provision of timely management information for both the region and Head Office function.

As a key member of the management team, two important facets of the post are to provide a vital link between regional activities and central finance functions, and to ensure that resources are used as efficiently as possible. A customised computer

system is nearing completion, and the successful candidate will need to take a leading role in its implementation. The post also demands travel throughout the region.

The ideal candidate will be a professionally qualified accountant aged at least 30. A sound commercial, financial and management accounting background is a pre-requisite, ideally gained within a project/construction environment. Mature management and leadership skills are essential, as is flexibility, a positive approach and the ability to influence staff at all levels - including some of the finest engineering professionals in the country. These abilities must be combined with polished administrative skills and a high degree of computer literacy.

We offer the successful candidate the scope to make a tangible impact on our business as well as a benefits package that includes a car, private health insurance and pension scheme.

To apply, please write with a comprehensive CV and salary expectation to: James Montgomery, Acer Consultants Ltd., Acer House, Medawar Road, The Surrey Research Park, Guildford, Surrey GU2 5AR. Closing date for applications 2nd April 1992.

acer/

VI

INTERNAL AUDITOR

INTERNATIONAL FOREIGN BANK

Salary up to £30,000 + Car + Banking benefits City Based

An overseas International Bank are looking to recruit an Auditor to be based within their London branch.

Candidates will be responsible for undertaking Scheduled Internal Audits of all banking operations in accordance with a risk rating system. They must possess the ability to work on their own initiative and be able to meet deadlines. The functional reporting line will be to the Chief Auditor, based in Head Office.

He or She will be a Chartered Accountant with up to 5 years of post qualification experience some of which will ideally have been gained in a banking environment. An understanding of the risks inherent in Treasury Products would be a definite advantage. Preferred age is under 30.

If you are interested please apply in writing with full CV to

PO Box A455, Financial Times, One Southwark Bridge, London SE1 9HL.
Closing Date 24th April 1992

THE INTER-AMERICAN DEVELOPMENT BANK.

an international organization which provides development financing for Latin America and the Caribbean, has an opening at its headquarters in Washington, D.C., for an

ACCOUNTING DIVISION CHIEF

Senior accounting professional sought to plan, direct and supervise the activities of its Accounting Division. Unique international environment requires a seasoned and creative manager with substantial exposure to multi-currency financial management, minimum of 15 years accounting experience in multinational practice, and certification by a professional accounting body. Must also have experience with internal controls within a distributed processing environment, and have broad exposure to computerized financial and accounting systems. Masters degree in Accounting or equivalent. Proficiency required in Spanish and English; French and Portuguese desirable.

Position offers excellent compensation and benefits package, including relocation costs. Interested applicants should send curriculum vitae not later than April 30, 1992, to: Mr. Jim Wyde, Inter-American Development Bank, Stop E 0517, Washington, D.C. 20577
Fax: (202) 623-3178

The Bank regrets that it can only acknowledge applications which best match the requirements of the position.

DIRECTOR OF ACCOUNTING AND FINANCE

NORTHERN GERMANY

Our client is an independent, internationally orientated research organisation with more than 25 years experience in contract research. The company serves life science industries with regard to product efficacy and safety and has particular expertise in biotechnology and environmental protection.

Committed to expansion of its European operations the company is now seeking a key individual to join and complement its existing management team.

Reporting to the Chief Operating Officer, key responsibilities will include:

- Overseeing accounting, financial systems and internal controls
- Provision of management, US-shareholder and external entity information
- Managing all accounting functions
- Managing financial planning and capital expenditures

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS AMSTERDAM PARIS

The successful candidate will be a qualified accountant with proven management experience of at least 3-5 years. Experience of working in Germany would be a decided advantage. Fluent English and German are essential.

To discuss this exceptional opportunity, interested applicants should telephone Jonathan Kidd on (44) 71 379 3333, fax (44) 71 915 8714, or write to him enclosing a detailed CV at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP.

FINANCE DIRECTOR

This is an excellent career opportunity to join the Executive Team of this prestigious Private Hospital which is a subsidiary of a U.S. Healthcare Corporation. The successful applicant will report directly to the Executive Director. High calibre leadership, interpersonal and communication skills are essential for this challenging position. Applicants must be professionally qualified and have proven achievements at a senior level, preferably in a Hospital or Healthcare environment.

This Finance Director has financial responsibility for the London operation and will be responsible for the overall management of the Finance Department, involving formulating policies, setting objectives, monitoring and evaluating achievement, along with planning and development, in order to achieve maximum financial results within the highly competitive healthcare market. The Hospital offers an excellent working environment, along with a generous salary and benefits package. Please apply in confidence enclosing a CV with latest salary details to Mr Graham White - Personnel Director.

Humana Hospital Wellington
Wellington Place London NW8 5LE

Group Accountant

Attwoods plc

Fulmer, Bucks.

£30-35,000 plus car and benefits

Attwoods plc is the UK's only international waste management group, providing integrated solid waste and recycling services in the UK, Europe and the US. A turnover of about £300m has been achieved by a combination of organic growth and acquisition.

There is now a need to recruit a Group Accountant to assist the Head Office finance team in the preparation of forecasts, budgets, cash flows, statutory accounts and various ad-hoc projects.

The position requires a self-starter with a proven track record.

You should be a qualified accountant, preferably aged 25-35, with at least two years post qualification experience. You must be PC literate and comfortable with spreadsheets. You must also be able to work with a dynamic yet informal team with a flexible approach to the work required. Knowledge of US GAAP and German would be an advantage, although not essential.

If you think you are the self-starter we are seeking, please write to Geoffrey Bullock, FCA, AFI at the address below, quoting reference 1855 and giving concise career and salary details with a daytime telephone number, or phone on 071-489 9000 or 081-744 0282 (evening).

BDO Consulting, 20 Old Bailey, London EC4M 8BH.

BDO CONSULTING



Finance Manager

Solihull

£35,000 + Car

Our client is an ambitious industrial holding company, principally comprising manufacturing companies, that is seeking significant growth year on year over the next several years. With a combination of its financial strength coupled with the operation being split equally between the UK and the rest of Europe, the group is embarking upon an expansion phase driven by a small but highly experienced management team based in Solihull.

As a direct consequence of the growth of the group there is now a requirement to appoint a Finance Manager at the head office. The role will encompass the consolidation of statutory/management accounts and budgets, the preparation of reports in support of special studies, such as acquisitions, and the supervision of day to day accounting for the plc. The group is highly computerised, making use of electronic data transfer from its subsidiaries. Experience with PC's is a prerequisite and familiarity with networks and communications a distinct advantage.

Candidates will be qualified accountants, aged 35-40, who have had good experience of head office accounting matters and who seek to make a career move to this progressive group. Candidates should also have a sound track record to date, be technically up to date and have total integrity and reliability in being able to not only absorb the responsibilities above but also to work closely with top management.

Please write enclosing a full Curriculum Vitae quoting ref 662 to:
Philip Cartwright FCMA,
22 Bramcote Road, London SW15 6UG
Tel: 081-788 2622

Cartwright
Hopkins

FINANCIAL SELECTION AND SEARCH

FINANCIAL CONTROLLER

a challenging commercial opportunity in the 'high-tech' industry

Reading

c£35,000 + car

Rockwell-Collins is the UK subsidiary of Rockwell International, involved in the avionics and electronics communications system business.

We now require a Financial Controller, who, reporting to the Managing Director, will assume overall responsibility for the accounting, financial management, contractual obligations and information technology of the UK company. This challenging role offers the opportunity to contribute to the commercial success of the UK subsidiary and to develop close working relationships with US financial management.

You ideally must be a degree qualified accountant, ACA, ACCA or CIMA, in your early thirties with previous experience in management and general accounting, preferably within a multi-national organisation. Experience in the high technology capital equipment market would be an advantage as well as good personal skills including a team player and strong presenter.

In addition to a salary of around £35,000 benefits include pension, life assurance, BUPA, and a company car as well as assistance with relocation where appropriate.

Please write in the first instance, enclosing your CV to our consultant, A Whitbread, Director, Moxon Dolphin Kerby Western, Park House, High Street, Thornbury, BRISTOL BS12 2AQ.



Rockwell International
...where science gets down to business

FINANCE DIRECTOR

Construction and materials group requires Finance Director for a south-east appointment.

The Finance Director will have full accountability for the accounting and management information systems, and will make a contribution to the overall management and strategic direction of the company. The group has several divisions.

The candidate should be computer literate and capable of performing in a strong team. Experience of similar responsibility at board level would be an asset.

Applicants should be qualified within one of the senior accounting professions. Please apply with full c.v. to Slater, Chapman & Cooke, 16a St. James's Street, London SW1A 1ER (reference GB).



BOURNVILLE COLLEGE OF FURTHER EDUCATION

DIRECTOR OF FINANCE/COLLEGE ACCOUNTANT

£33,411 - £35,670

We require a highly qualified, experienced accountant for this permanent post. As a senior member of the College's Management Team you will be responsible for all aspects of the management of the College's £5.5m revenue budget, capital assets and income generation. You will have excellent inter-personal and communication skills, shrewd, political acumen, plus expertise in computerised accounting systems.

Priorities will be: the establishment of first-class relationships with all organisations to whom the College will be accountable; preparing the College for Corporate Status; the pursuit of new sources of income; the achievement of a reconciliation between efficiency and effectiveness in educational and training provision.

Essential personal qualities include:-

- * Vision in terms of Bournville College's future and the ability to translate vision into excellent educational practice within a finite budget.
- * Empathy with Bournville College's Mission Statement which focuses on social, economic and academic priorities.
- * Determination to extend Bournville College's work beyond its current 7,000 student population.
- * Appreciation of the Single European Market and the potential Overseas Market.
- * Enthusiasm to promote Bournville's local, regional, national and international reputation for excellence.

You will join a highly committed College Management Team of extended professionals, who share a total commitment to the ethos and philosophy of Bournville College.

Applications are invited from those with relevant experience in the Polytechnic/University sector; a Local Authority; the Private and Voluntary Sectors.

Applications forms and job descriptions are available from The Principal's Secretary, Bournville College of Further Education, Bristol Road South, Northfield, Birmingham B31 2JX. Tel 021 411 1414 ext 234.

After receiving the job description please telephone, Principal, Patricia Perryman or Head of Support Services, John Hasley if you have further enquiries.

Closing date 27th March 1992.

RELDAN

FINANCE DIRECTOR

Circa £35 - 40,000

RELDAN the well known fashion company established over 50 years require a Finance Director. The Company has currently changed its emphasis from manufacturing to Fashion marketing and retailing. We are looking for an efficient and dynamic candidate to join a strong management team to participate in the exciting developments taking place.

The successful applicant should be between 35 and 45 years of age, with at least 2-3 years experience as a Finance Director in a medium sized company. Experience to include detailed budget preparation, cash management, prompt production of monthly management accounts together with guidance for dealing with external suppliers, customers, financial institutions and auditors. The person must be able to function as a hands-on manager and at the same time effectively communicate with management and others.

Please reply enclosing career details in confidence to the Chairman, Reldan Limited, 30 Wellington Road, High Wycombe, Bucks HP12 3QD

Controller Finance & Administration

Manchester c.£45,000 + incentive & options

Sterry Communications is a rapidly growing company providing unique solutions for businesses to improve the functionality and cost efficiency of their telecommunications services. It is dedicated to delivering the highest possible level of service to a customer base which includes several large 'blue chip' companies with multi-site national networks. The management team is committed to a strong growth strategy aimed at exploiting, through technical innovation and dynamic marketing, the new opportunities created by deregulation.

As a member of the Executive Committee, managing about 40 finance and commercial administration staff, you will make a substantial contribution to the company's profitable management and to its commercial direction. New systems capable of supporting the business through a period of considerable growth have to be designed and installed.

You will be a qualified accountant, probably in your 30s, with experience of financial line management gained in a tightly controlled service organisation. You will have demonstrated your ability to work effectively under pressure, managing change in a customer-led business.

The work is very demanding and the potential rewards for success are considerable. The remuneration package will comprise a basic salary negotiable around £45,000 pa. You will be a member of the profit related and share option schemes. A company car will be provided.

Please write, giving us details of your career and of your current earnings, quoting reference FT 2103. AAD Recruitment Consultants, 7 Curzon Street, London W1Y 7FL

AAD

The Advertised Appointments Division of Odgers and Co. Ltd.

Financial Controller

Manchester

to £30,000 + benefits

Our client, a substantial and highly successful manufacturing business, is a market leader in the competitive textile supplies sector. Through well managed growth and substantial investment in technology the company has established an enviable reputation for product quality and customer service.

The company now wishes to appoint a Financial Controller to assume overall responsibility for the finance and administration functions, reporting directly to the Managing Director. In addition to the day to day running of the department you will carry out ad hoc exercises for the board and play a role in the continuing development of the business.

The successful candidate, aged 30 to 45, will be a qualified Accountant with excellent financial and management accounting skills gained through the successful management of the finance function of a medium sized company. You should be computer literate, and have the confidence, communication skills and commercial awareness to establish credibility with senior management.

The position offers an attractive remuneration package with excellent career prospects.

Please write enclosing a cv to Brian Marren, BM Search & Selection, Ashdene House, Claremont Grove, Hale, Altrincham, Cheshire, WA15 9HH

SEARCH
BM
SELECTION

Tel: 061 927 9149

Fax: 061 927 9155